

Chapter 3

Service Delivery Performance



Chapter 3 – Service Delivery Performance

Challenges in terms of Service Delivery

- **Office of the Municipal Manager**
 - The contract of the CFO expired in April 2013 and was not renewed, this was a very
 - Vulnerable time of the financial year because of the closing of the financial year and all the compliance matters that has to be addressed during that period. The post was advertised immediately to ensure the filling of the post.
 - Cascading down of the PMS to the following level. This is in process.
 - Branding of the municipality.

- **Department Financial Services**
 - None payment of Municipal services especially by government officials
 - High rate of critical/key vacancy
 - Skills gap in finance staff

- **Department Corporate Services**
 - Handling of labour relations cases
 - Health and safety

- **Department Community Services and LED (policies reviewed and new policies develop)**
 - Operating machinery
 - Compliance with conditions of landfill site licences
 - Properly maintained Sports facilities
 - Development of recreational parks
 - Township establishment in Leratswana
 - Credible SDF
 - Administration of traffic fines

- **Department Technical Services**
 - Training of staff
 - Appointment of staff
 - Improvement in terms of staff management and control

Future Actions

Our immediate future priorities to improve our services will be as follows:

- A Risk Committee will be established in 2013/2014
- PMS to be cascaded down to the next level in the municipality.
- Branding of the municipality to receive attention in the next financial year.
- Filling of critical vacancies
- Strengthening of credit control policy
- Strengthening the communication with the public by way of issue of news letter
- Capacity building or training of staff
- Procurement of machinery
- Development of requisition forms & trip authority to regulate fleet.
- Development of SDF
- Township Establishment in Leratswana

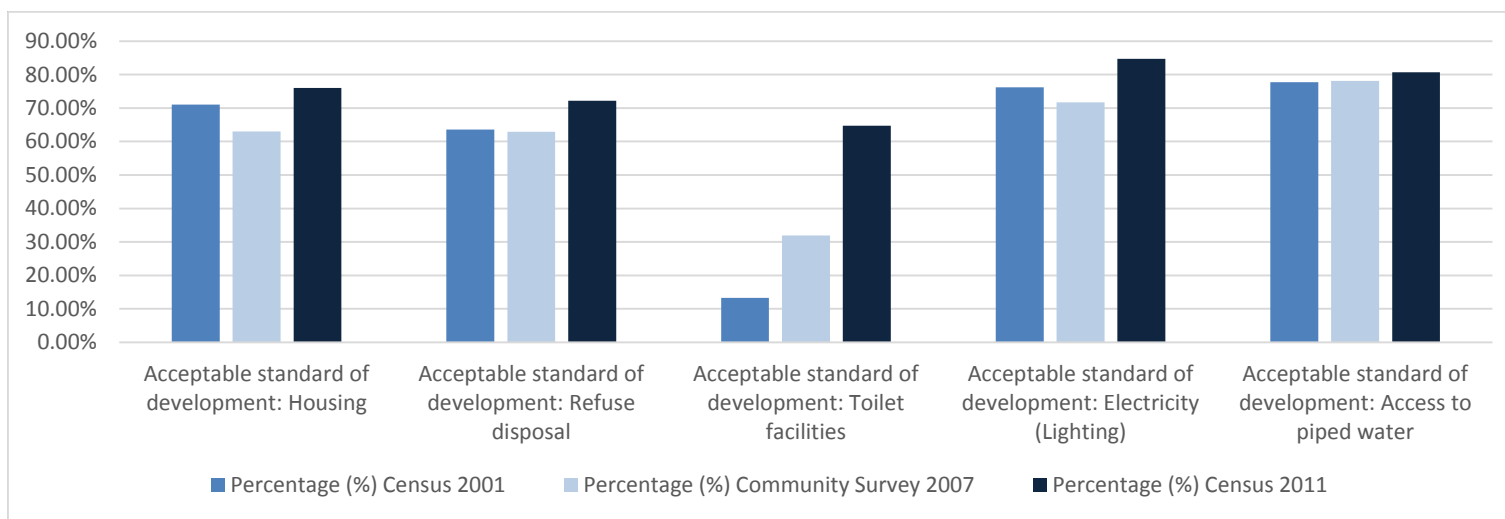


Component A: Basic Services

If the results of Census 2001 are compared with those of the 2007 Community Survey, the progress that the Municipality has made with service delivery in respect of ensuring access to key basic services are evident:

Figure / Table 3.1: Performance in terms of basic services

Performance Indicator: Basic Services	Percentage (%)		
	Census 2001	Community Survey 2007	Census 2011
Acceptable standard of development: Housing	71.00%	63.00%	76.00%
Acceptable standard of development: Refuse disposal	63.60%	62.90%	72.20%
Acceptable standard of development: Toilet facilities	13.30%	31.90%	64.70%
Acceptable standard of development: Electricity (Lighting)	76.20%	71.70%	84.70%
Acceptable standard of development: Access to piped water	77.70%	78.10%	80.70%

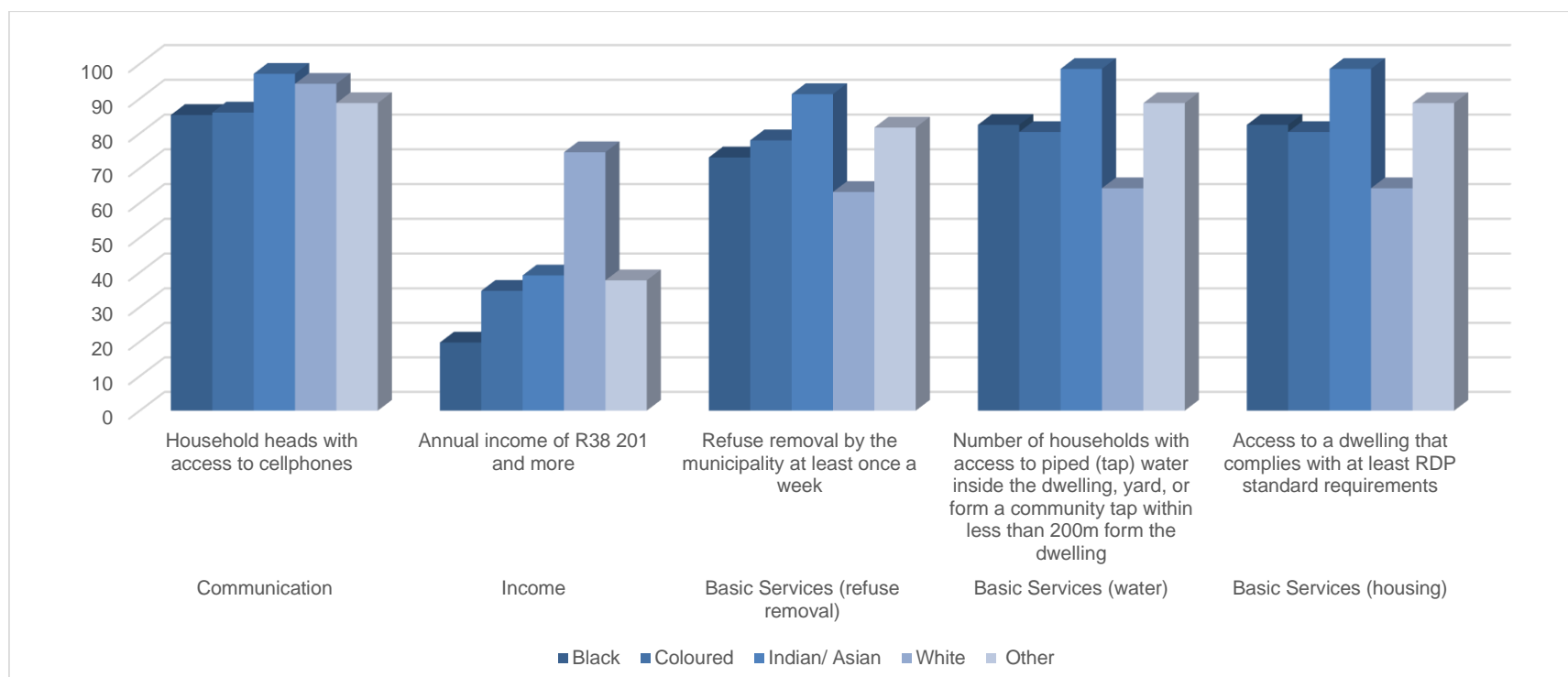


(Source: Census 2001, Community Survey, 2007 and Census 2011)

If a comparative analysis based on a number of key development indicators is done (see Figure below) it is clear that the main development gap in the Nketoana area of jurisdiction is still primarily in among the African and Coloured population groups.

Figure / Table 3.2: Access to basic services (profile)

Area	Standard Indicator	Black	Coloured	Indian/ Asian	White	Other
Communication	Household heads with access to cellphones	85.3	86	97.14	94.26	88.71
Income	Annual income of R38 201 and more	19.73	34.69	39.13	74.57	37.71
Basic Services (refuse removal)	Refuse removal by the municipality at least once a week	73.08	78	91.3	63.14	81.67
Basic Services (water)	Number of households with access to piped (tap) water inside the dwelling, yard, or form a community tap within less than 200m form the dwelling	82.45	80.39	98.55	64.22	88.71
Basic Services (housing)	Access to a dwelling that complies with at least RDP standard requirements	82.45	80.39	98.55	64.22	88.71

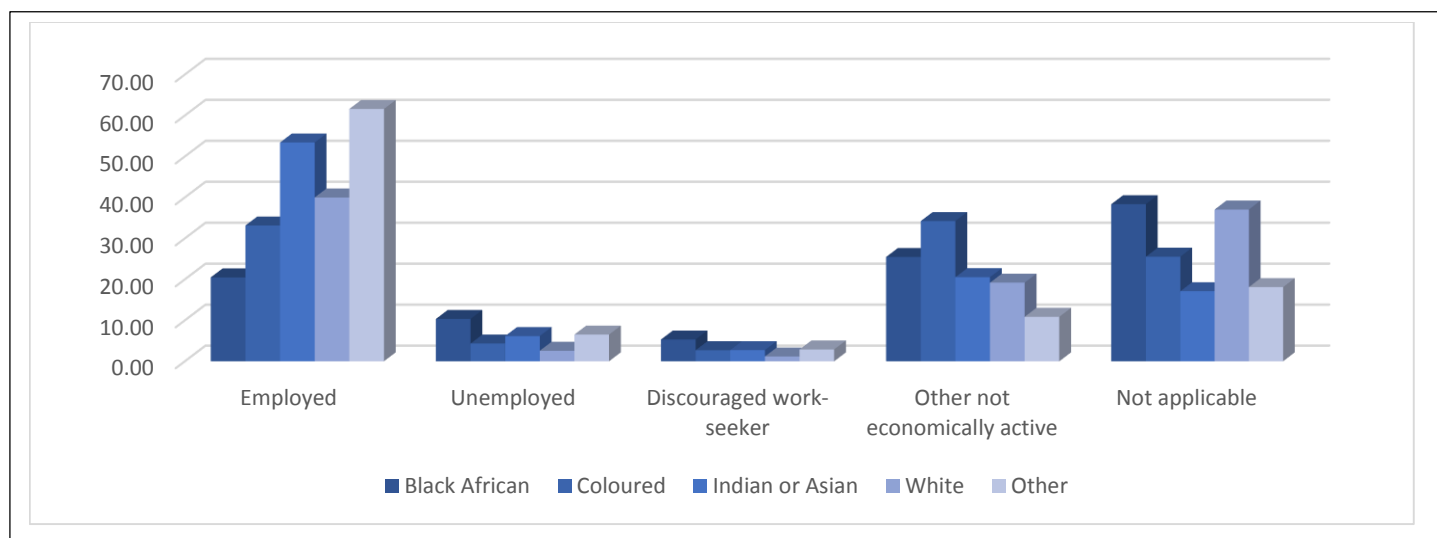


(Source: Census 2011)

Figure / Table 3.3: Official employment status according to Population

Per Person							As %					
	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Age less than 15 years	Not applicable		Employed	Unemployed	Discouraged work-seeker	Other not economically active	Not applicable
Black African	11301	5708	2939	14052	-	21154	Black African	20.49	10.35	5.33	25.48	38.35
Coloured	61	8	5	63	-	47	Coloured	33.15	4.35	2.72	34.24	25.54
Indian or Asian	78	9	4	30	-	25	Indian or Asian	53.42	6.16	2.74	20.55	17.12
White	1880	121	55	903	-	1742	White	39.99	2.57	1.17	19.21	37.06
Other	85	9	4	15	-	25	Other	61.59	6.52	2.90	10.87	18.12

Official employment status according to Population as %



(Source: Census 2011)

3.1 Water Provision

2.2.1 Statistical Overview

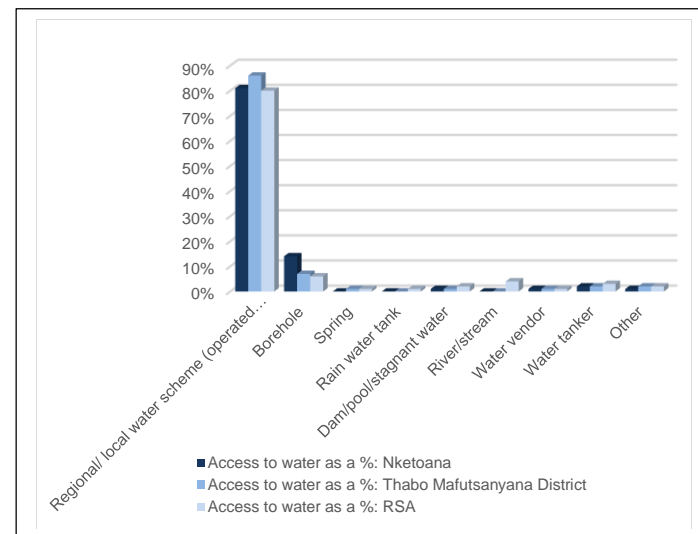
Figure / Table 3.4: Analysis of Access to Water: 2001, 2007, 2011

	Census 2001	CS 2007	Census 2011
Piped water inside the dwelling / Piped water inside the yard	77.7%	78.1%	80.7%
from access point outside the yard	19.6%	15.9%	0.0%
Borehole	0.6%	5.7%	14.3%
Spring	0.1%	-	0.2%
Dam / pool	0.5%	-	0.6%
River / stream	0.2%	-	0.1%
Water vendor	0.1%	0.1%	0.6%
Rainwater tank	0.4%	-	0.3%
Other	0.8%	0.2%	2.6%
Total	100.0%	100.0%	100.0%

(Source: Stats SA)

Figure / Table 3.5: Access to water: Nketoana, Thabo Mafutsanyana and RSA

	Nketoana	Access to water as a %: Nketoana	Thabo Mafutsanyana District	Access to water as a %: Thabo Mafutsanyana District	RSA	Access to water as a %: RSA
Regional/ local water scheme (operated by municipality or other water services provider)	13983	81%	188662	86%	11519312	80%
Borehole	2475	14%	14783	7%	881495	6%
Spring	33	0%	1317	1%	178799	1%
Rain water tank	52	0%	724	0%	141475	1%
Dam/pool/stagnant water	101	1%	1972	1%	225181	2%
River/stream	22	0%	566	0%	651246	4%
Water vendor	104	1%	1458	1%	176425	1%
Water tanker	440	2%	4549	2%	376423	3%
Other	108	1%	3853	2%	299806	2%
Not applicable			-		-	



(Source: Stats SA)

Figure / Table 3.6: Access to water according to category and per ward

	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other
FS193: Nketoana	13983	2475	33	52	101	22	104	440	108
Ward 1	1503	399	6	5	3	-	4	8	-
Ward 2	1856	3	1	1	-	-	1	-	7
Ward 3	1937	187	1	-	-	2	7	15	24
Ward 4	1317	349	4	-	5	1	10	64	13
Ward 5	1197	398	3	26	14	9	10	76	20
Ward 6	999	670	9	9	57	5	18	97	7
Ward 7	1416	465	9	8	19	5	41	143	7
Ward 8	1492	1	-	1	2	-	6	17	3
Ward 9	2267	3	-	-	1	-	7	21	26

(Source: StatsSa, Census, 2011)

Figure / Table 3.7: Blue drop assessment results, 2012

Total: 18,57%

Reitz Supply Area: Reitz	17,74%
Petrus Steyn Supply Area: Petrus Steyn	18,16%
Lindley Supply Area: Lindley	15,43%
Arlington Supply Area: Arlington	13,60%

(Source: DWA, 2012)

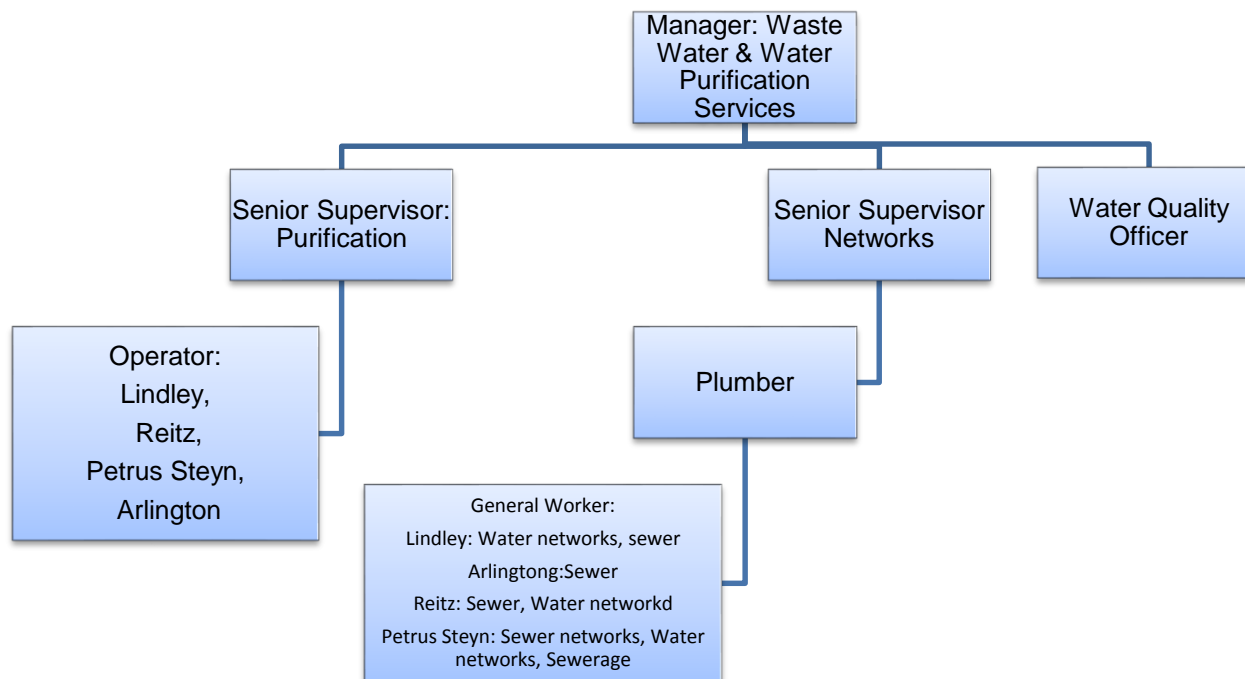
Figure / Table 3.8: Situation Analysis: Water

Status Quo: ¹	<table><tr><th>Ward</th><th>RDP level and above</th><th>Below RDP level</th><th>Other - Not applicable</th></tr><tr><td>Ward 1</td><td>1,508</td><td>421</td><td>0</td></tr><tr><td>Ward 2</td><td>1,857</td><td>5</td><td>7</td></tr><tr><td>Ward 3</td><td>1,944</td><td>205</td><td>24</td></tr><tr><td>Ward 4</td><td>1,327</td><td>423</td><td>13</td></tr><tr><td>Ward 5</td><td>1,206</td><td>527</td><td>20</td></tr><tr><td>Ward 6</td><td>1,016</td><td>846</td><td>7</td></tr><tr><td>Ward 7</td><td>1,457</td><td>650</td><td>7</td></tr><tr><td>Ward 8</td><td>1,498</td><td>21</td><td>3</td></tr><tr><td>Ward 9</td><td>2,274</td><td>25</td><td>26</td></tr></table>	Ward	RDP level and above	Below RDP level	Other - Not applicable	Ward 1	1,508	421	0	Ward 2	1,857	5	7	Ward 3	1,944	205	24	Ward 4	1,327	423	13	Ward 5	1,206	527	20	Ward 6	1,016	846	7	Ward 7	1,457	650	7	Ward 8	1,498	21	3	Ward 9	2,274	25	26	<table><tr><th>Ward</th><th>RDP level and above</th><th>Below RDP level</th><th>Other - Not applicable</th></tr><tr><td>Ward 1</td><td>78.18%</td><td>21.82%</td><td>0.00%</td></tr><tr><td>Ward 2</td><td>99.36%</td><td>0.27%</td><td>0.37%</td></tr><tr><td>Ward 3</td><td>89.46%</td><td>9.43%</td><td>1.10%</td></tr><tr><td>Ward 4</td><td>75.27%</td><td>23.99%</td><td>0.74%</td></tr><tr><td>Ward 5</td><td>68.80%</td><td>30.06%</td><td>1.14%</td></tr><tr><td>Ward 6</td><td>54.36%</td><td>45.26%</td><td>0.37%</td></tr><tr><td>Ward 7</td><td>68.92%</td><td>30.75%</td><td>0.33%</td></tr><tr><td>Ward 8</td><td>98.42%</td><td>1.38%</td><td>0.20%</td></tr><tr><td>Ward 9</td><td>97.81%</td><td>1.08%</td><td>1.12%</td></tr></table>	Ward	RDP level and above	Below RDP level	Other - Not applicable	Ward 1	78.18%	21.82%	0.00%	Ward 2	99.36%	0.27%	0.37%	Ward 3	89.46%	9.43%	1.10%	Ward 4	75.27%	23.99%	0.74%	Ward 5	68.80%	30.06%	1.14%	Ward 6	54.36%	45.26%	0.37%	Ward 7	68.92%	30.75%	0.33%	Ward 8	98.42%	1.38%	0.20%	Ward 9	97.81%	1.08%	1.12%
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Reitz/Petsana:	The raw water is extracted from the Liebenbergsvlei river. It is a constant reliable source and no problems are experienced with this source.																																																																																	
Petrus Steyn/ Mamafubedu:	The only source of water is boreholes and that is not an adequate source. Clean water is delivered by pipeline from Reitz to Petrus Steyn, but even that is still not adequate. A serious challenge still exists to solve this problem.																																																																																	
Lindley/Ntha:	Water is extracted from the Vals river. It is however not a constant adequate source and in dry seasons acute water shortages are experienced.																																																																																	
Arlington/Leratswana:	The Spoonet Dam and boreholes are used as water sources. It is how ever not adequate at all. The Spoonet Dam is filled up with silt and as a result the holding capacity of the dam decreased drastically.																																																																																	
Rural Areas:	The rural areas mostly make use of boreholes as their water source. Most of the farm owners provide clean drinkable water to their workers without any problems. The municipality is however providing water to a few farms with tanks where there is problems in providing it.																																																																																	
Other priority issues:	The poor blue drop assessment rating is a concern to the municipality.																																																																																	
Number/percentage of households without access at all and with below standard access and with access	<ul style="list-style-type: none">No households are without accessAll households have water connections on the site																																																																																	
Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service	<ul style="list-style-type: none">The new extensions use street taps awaiting the site connections. Lindley/Ntha 1001 sites. Reitz/Petsana 701 sites. Petrus Steyn/ Mamafubedu 394.																																																																																	
Indicate all areas or settlements with an unreliable service and provide reasons for this	<ul style="list-style-type: none">All formal residential areas have at least RDP level of access.																																																																																	

¹ Source of statistics: (StatsSA, 2011): Wards 1 and 2=Petrus Steyn / Mamafubedu; Ward 3 and 4 = Lindley/Ntha; Ward 5=Arlington/Leratswana and Ward 6-9 = Reitz and Petsana

	<ul style="list-style-type: none"> • Petrus Steyn/ Mamafubedu experience periodic water shortages due to in-adequate water, as previously discussed • Ageing infrastructure • Upgrading needs especially replacement of asbestos pipes
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Figure / Table 3.9: Organogram



Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Water	Municipal Goal: To ensure that all areas have sufficient and sustainable bulk water supply National Goal: To ensure that 100% of households in formal settlements in the Nketoana municipal area have access to basic level of water by 2014	100% of households in formal settlements have access to basic level of water	100% of households in formal areas have access	100% of households in formal areas have access	100% of households in formal areas have access	Replacing ageing infrastructure and improve blue drop standard. Expand access to informal areas and farming communities
			Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP	Ageing infrastructure / Need to expand to informal areas and towns. Installation of 800 meters in Ntha	8 Communal taps constructed in Petsana, 20 in Mamafubedu. 1,250 water meters installed in Leratswana	21 new communal taps	
			The percentage of households earning less than R1,100 per month with access to free basic services	100% of registered indigents receiving free basic water	100% of registered indigents receiving free basic water	100% of registered indigents receiving free basic water	
			Improve the bulk water supply to Petrus Steyn, Lindley and Arlington	--	Water pipeline from Reit6z to Arlington, the environmental impact study has been concluded	--	

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Technical Services

Vote: Water; No Split Total

IDP Objective: To ensure that all areas have sufficient and sustainable bulk water supply

Strategy: Improve the bulk water supply to Petrus Steyn, Lindley and Arlington

IDP Priority	Key Performance Indicator			Baseline	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)	
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013				
							Target	Annual	Target	Annual	Target	Annual	Target	Annual			
Water	To ensure that 100% of households in formal settlements in the Nketoana municipal area have access to basic level of water by 2014	100% of households in formal settlements have access to basic level of water (based on current base-lines; not considering extensions)	Percentage of households: Basic water to households	Not sufficient water in all areas. Bulk water problems in Arlington / Leratswana	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100% of households in formal settlements are provided with water. Statistics could be provided through the billing information of the Finance section.	15,331 households
	Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance	The percentage of households earning less than R1,100 per month with access to free basic services	Percentage of indigent households	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	All registered indigent households receive free basic services.	100% of registered indigents

IDP Priority	Key Performance Indicator			Baseline	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Annual	Target	Annual	Target	Annual	Target	Annual		
	targets in this 5-year IDP															
	Provision of temporary services	Provide households with temporary water (community tab)	Temporary water: Number of tabs community tabs	New	50	8							50	8	8 taps available. This constitute all immediately identified needs	4 farms provided with clean, potable water
		Install communal taps in Petsana	Communal taps in Petsana	New	8	8					8	8			Targets have been achieved	13
		Install communal taps in Mamafubedu	communal taps in Mamafubedu	New	20	20					20	20			Targets have been achieved	8
		Connect individual sites to water network + water meters Petsana	Water network + water meters in Petsana	New	330	Project not yet in progress							330	Project not yet in progress	The project only started in 2013/14. Funded by Provincial Human Settlements	
		Install water meters in Leratswana	Meters installed	New	1250	1500	500	500	250	250	500	500		250	Appointment letter fir installation of 750 in 1 st quarter. In total, 1,500 were installed. Completed before due date, and more than planned were delivered	Not in SDBIP

IDP Priority	Key Performance Indicator			Baseline	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Annual	Target	Annual	Target	Annual	Target	Annual		
		Upgrade purification plant in Lindley. From 2 megaliters to 4 mgs	Percentage progression according to project plan	2mgs	2mgs	Not yet completed							100%	Not yet 100%	The project is still in progress and not yet completed. The project started late and a sub- contractor was replaced due to incompetence. The project is now running smoothly. Planning and monitoring was inadequate. Additional funding is also needed and it is now applied for. The need for proper leadership, planning and monitoring was emphasised during evaluation processes.	Not in SDBIP
		Install flow meters at all reservoirs	Flow meters at number of reservoirs	0	9	Not yet completed							9	Not yet completed	The installation is in progress. The project is funded internally.	Not in SDBIP
		Install Telemetry equipment at all reservoirs	Percentage progression in terms of project base- line plan		100%	Not yet achieved							100%	Not yet achieved	Due to poor planning the budget for the entire project was estimated at R2 million. This is inadequate, and the project	Not in SDBIP

IDP Priority	Key Performance Indicator			Baseline	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Annual	Target	Annual	Target	Annual	Target	Annual		
															will be done in phases.	
		Supply clean water in all towns Number of samples tested per month (SANS 241)	Monthly results of the blue drop system	Reitz Petrus Steyn Lindley Arlington	Blue for all 4 areas	Blue drop status is improving steadily	Blue for all 4 areas	Blue drop status is improving steadily	Blue for all 4 areas	Blue drop status is improving steadily	Blue for all 4 areas	Blue drop status is improving steadily	Blue for all 4 areas	Blue drop status is improving steadily	This matter has been a priority to the Municipality's management. Clean water is available in all towns. In units (towns) where water is available only for certain periods of the day, problems are encountered	80%
		Regional Bulk Infrastructure: Water pipeline from Reitz to Arlington: Environmental Impact Study	Water pipeline: Number of Environmental Impact Studies fianlised	New	1	Environmental impact study completed							1	1	There will be adjustment to the route and the plan will be amended accordingly.	Not in SDBIP



3.2 Waste Water (Sanitation) Provision

Figure / Table 3.10: Analysis of Access to Sanitation Facilities: 2001, 2007, 2011

	Census 2001	CS 2007	Census 2011
Flush toilet (connected b sewerage system)	10.6%	21.0%	57.0%
Flush toilet (with septic tank)	1.9%	6.2%	3.1%
Dry toilet facility	-	1.7%	2.1%
Chemical toilet	0.8%	3.0%	2.5%
Pit latrine with ventilation (VIP)	2.4%	21.0%	8.8%
Pit latrine without ventilation	15.3%	-	19.3%
Bucket latrine	54.6%	41.7%	2.1%
None	14.4%	5.4%	5.2%
Total	100.0%	100.0%	100.0%

(Source: StatsSA, 2001, 2007, 2011)



Figure / Table 3.11: Access to water: Nketoana, Thabo Mafutsanyana and RSA

Category	Nketoana	Access to Sanitation as a % Nketoana	Thabo Mafutsanyana District	Access to sanitation as a %: Thabo Mafutsanyana District	RSA	Access to water as a %: RSA
None	494	3%	6522	3%	748592	5%
Flush toilet (connected to sewerage system)	10584	61%	106603	49%	8242924	57%
Flush toilet (with septic tank)	608	4%	6435	3%	442481	3%
Chemical toilet	25	0%	3259	1%	360703	3%
Pit toilet with ventilation (VIP)	900	5%	21631	10%	1266102	9%
Pit toilet without ventilation	2377	14%	56190	26%	2786068	19%
Bucket toilet	1991	11%	13877	6%	297847	2%
Other	338	2%	3368	2%	305444	2%

(Source: StatsSa; Census 2011)

Figure / Table 3.12: Trends Sanitation: 2001-2011

Census 2001			Community Survey 2007			Census 2011		
	Total households	% of households		Total households	% of households		Total households	% of households
Flush toilet (connected to sewerage system)	1657	11%	Flush toilet (connected to sewerage system)	3521	21%	None	494	3%
Flush toilet (with septic tank)	283	2%	Flush toilet (with septic tank)	1040	6%	Flush toilet (connected to sewerage system)	10584	61%
Chemical toilet	126	1%	Dry toilet facility	277	2%	Flush toilet (with septic tank)	608	4%
Pit latrine with ventilation (VIP)	362	3%	Pit toilet with ventilation (VIP)	506	3%	Chemical toilet	25	0%
Pit latrine without ventilation	2282	15%	Pit toilet without ventilation	3514	21%	Pit toilet with ventilation (VIP)	900	5%
Bucket latrine	8174	54%	Chemical toilet	0	0%	Pit toilet without ventilation	2377	14%
None	2156	14%	Bucket toilet system	6980	42%	Bucket toilet	1991	11%
Not applicable	3	0%	None	909	5%	Other	338	2%
Total	15039		Institutions	0	0%			
			Total	16748		Total	17317	

(Source: StatsSa, 2001, 2007, 2011)

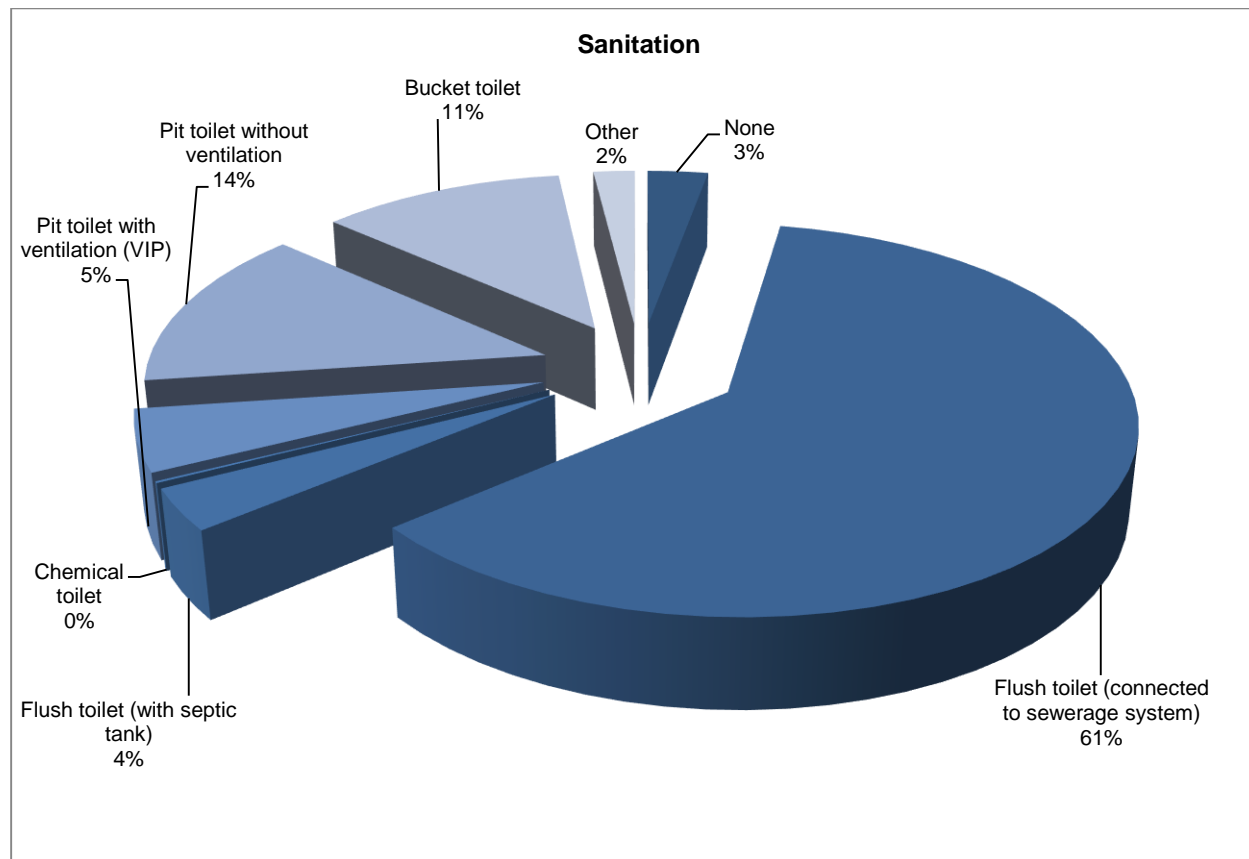
Figure / Table 3.13: Access to sanitation according to category and per ward

	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other
FS193: Nketoana	494	10584	608	25	900	2377	1991	338
Ward 1	27	1309	122	-	61	151	233	27
Ward 2	28	478	21	1	41	4	1283	14
Ward 3	28	1948	29	-	49	45	15	60
Ward 4	84	1297	63	4	8	186	73	48
Ward 5	48	137	106	3	542	672	189	56
Ward 6	95	884	146	1	109	459	141	34
Ward 7	89	1453	92	-	78	364	6	33
Ward 8	14	1455	1	16	1	10	20	5
Ward 9	82	1623	29	-	13	488	31	61

(Source: StatsSa; Census 2011)

The Municipality's Green Drop Risk exposure is extremely high (96%), and all four plants failed the assessment.

Figure / Table 3.14: Sanitation



(Source: StatsSa; Census 2011)

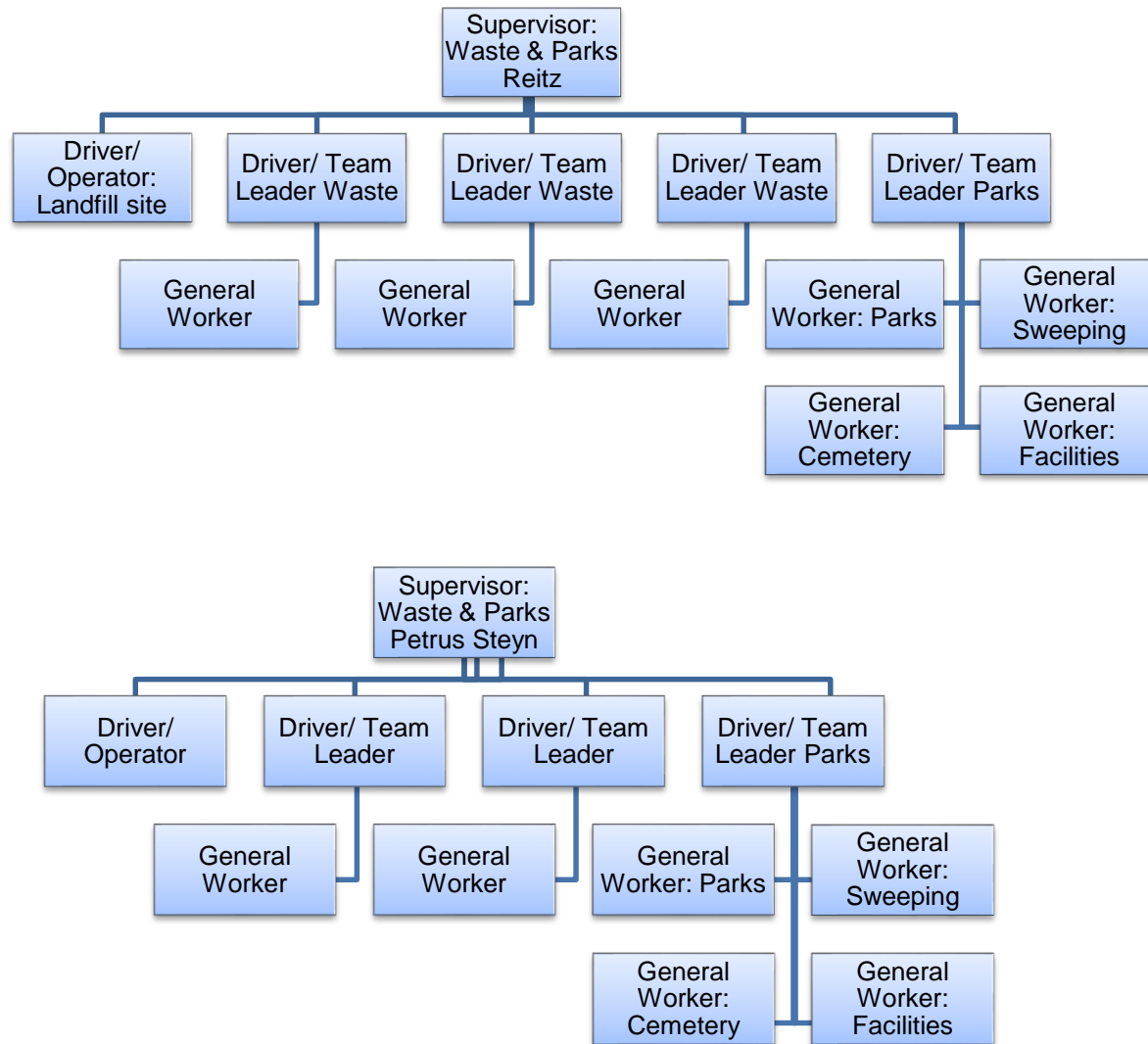
Figure / Table 3.15: Status Quo Analysis: Sanitation

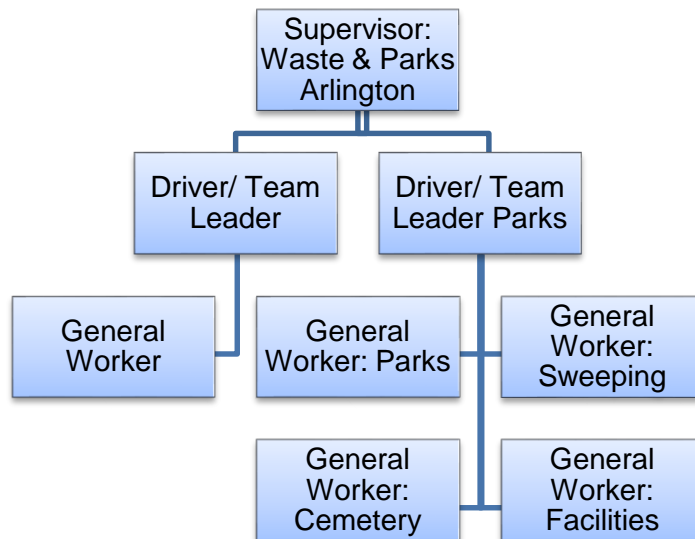
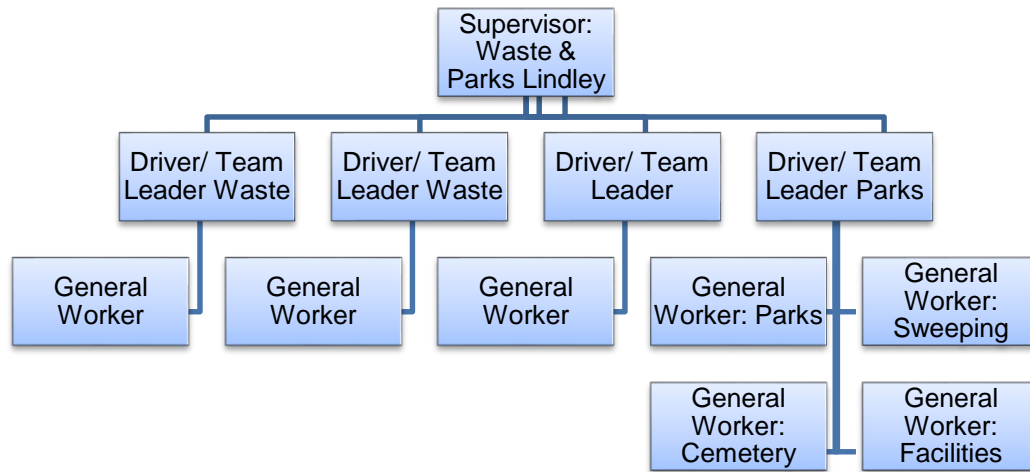
Status Quo. ²		Ward	None	Flush and Chemical	VIP	Bucket toilet	Other - Not applicable	Ward	None	Flush and Chemical	VIP	Bucket toilet	Other - Not applicable
		Ward 1	27	1,430	212	233	27	Ward 1	1.40%	74.13%	10.99%	12.08%	1.40%
		Ward 2	28	500	44	1,283	14	Ward 2	1.50%	26.75%	2.35%	68.65%	0.75%
		Ward 3	28	1,977	94	15	60	Ward 3	1.29%	90.94%	4.32%	0.69%	2.76%
		Ward 4	84	1,364	194	73	48	Ward 4	4.76%	77.37%	11.00%	4.14%	2.72%
		Ward 5	48	246	1,214	189	56	Ward 5	2.74%	14.03%	69.25%	10.78%	3.19%
		Ward 6	95	1,032	567	141	34	Ward 6	5.08%	55.22%	30.34%	7.54%	1.82%
		Ward 7	89	1,544	442	6	33	Ward 7	4.21%	73.04%	20.91%	0.28%	1.56%
		Ward 8	14	1,473	11	20	5	Ward 8	0.92%	96.72%	0.72%	1.31%	0.33%
		Ward 9	82	1,651	501	31	61	Ward 9	3.53%	70.98%	21.54%	1.33%	2.62%
General:													
Resource consideration:													

² Source of statistics: (StatsSA, 2011): Wards 1 and 2=Petrus Steyn / Mamafubedu; Ward 3 and 4 = Lindley/Ntha; Ward 5=Arlington/Leratswana and Ward 6-9 = Reitz and Petsana

	<ul style="list-style-type: none"> The municipality's resource constraints limit its capacity to deal effectively with waste water treatment requirements. The vacant position of Head of the Technical Department has since been filled.
<i>Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service</i>	<ul style="list-style-type: none"> In Arlington/Leratswana there is no water borne sanitation. The reason is the serious lack of water. Septic tanks, VIP and buckets are in use. In Petrus Steyn/Mamafubedu, the sites 394 new sites are using buckets as sanitation method. Serious lack of water prevents the extension of full water borne sanitation. In Lindley/Ntha 1001 new sites use buckets as sanitation method. In Reitz/Petsana 701 new sites use buckets as sanitation method.
<i>Indicate all areas or settlements with an unreliable service and provide reasons for this</i>	<p>The services are rendered and the buckets are removed regularly. The only challenge is that the bucket system itself is still not dignified.</p>
<i>Indicate other challenges that are not highlighted above</i>	<ul style="list-style-type: none"> The obtaining of accurate baseline data is still a challenge The serious lack of adequate raw water in Petrus Steyn and Arlington need urgent attention. The vacant post of the Head of the Department for Technical Services and Infrastructure Development places serious constraints on the department to reach goals and targets. The quality of services can be affected. The risk that is posed by the absence of a qualified Head of department cannot be ignored. The improvement on the Green Drop Status of the service is a priority for the next financial year.

Figure / Table 3.16: Organogram





Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Sanitation	To ensure that 100% of households in formal settlements in the Nketoana municipal area have access to basic level of sanitation by 2017; Eradicate buckets in all areas as means of sanitation	100% of households in formal settlements have access to basic level of sanitation	98%	98%.	100% (15,331).	Bucket system in information areas, and lack of water to connect all households to full waterborne systems are remaining challenges
			Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP	Petsana, ward 9: 230 houses connected to sewer system	No specific projects	Provision has been made to provide sanitation and toilet structures at 502 stands	

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Technical Services

Vote: Waste Water Management; No Split Total

IDP Objective: Eradicate buckets in all areas as means of sanitation

Strategy: (1) Develop and implement a sewer network and treatment system in Arlington. (2) Convert VIP toilets to water bourn systems. (3) Improve drastically on Blue and Green Drop Status in the municipality

IDP Priority	Key Performance Indicator			Baseline	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)	
	Objective	Indicator	Unit of measure- ment				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013				
							Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Provision of sustainable basic services	To ensure that 100% of households in formal settlements in the Nketoana municipal area have access to basic level of sanitation by 2017 Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP	100% of households in formal settlements have access to basic level of sanitation	Basic sanitation to households	98% Petsana, ward 9: 230 houses connected to sewer system. Pipes blocked by sand were opened	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	Targets have been achieved but bucket sanitation still used in informal settlements.	15,331 households Provision has been made to provide sanitation and toilet structures at 502 stands	
		Compliance with Green Drop: All systems need to comply in all 4 areas	Compliance with Green Drop in Reitz Petrus Steyn Lindley Arlington	Green for all 4 areas	Not yet Green Drop Status	Green for all 4 areas	Not yet Green Drop Status	Green for all 4 areas	Not yet Green Drop Status	Green for all 4 areas	Not yet Green Drop Status	Green for all 4 areas	Not yet Green Drop Status	Green for all 4 areas	Not yet Green Drop Status	This matter is a priority to the Municipality and a continuous process of improvement. Expensive interventions would be required to obtain Green Drop status.	60%

3.3 Electricity

Figure / Table 3.17: Energy or fuel for cooking: Nketoana, Thabo Mafutsanyana and RSA

	Nketoana	Energy or fuel for cooking as a %: Nketoana	Thabo Mafutsanyana District	Energy or fuel for cooking as a %: Thabo Mafutsanyana	RSA	Energy or fuel for cooking as a %: RSA
None	28	0%	410	0%	31390	0%
Electricity	12831	74%	169669	78%	10675094	74%
Gas	466	3%	8192	4%	507616	4%
Paraffin	611	4%	15990	7%	1227337	8%
Wood	2817	16%	17840	8%	1807606	13%
Coal	391	2%	4288	2%	104171	1%
Animal dung	153	1%	1207	1%	45349	0%
Solar	16	0%	233	0%	22255	0%
Other	5	0%	56	0%	29344	0%

(Source: Census 2011)

Figure / Table 3.18: Energy or fuel for cooking: 2001-2011

Census 2001			Community Survey 2007			Census 2011		
	Total house-holds	% of house-holds		Total house-holds	% of house-holds		Total house-holds	% of house-holds
None	0	0%		0	0%		28	0%
Electricity	5327	36%		9195	55%		12831	74%
Gas	473	3%		450	3%		466	3%
Paraffin	2761	18%		3374	20%		611	4%
Wood	3214	22%		2197	13%		2817	16%
Coal	2726	18%		1130	7%		391	2%
Animal dung	457	3%		402	2%		153	1%
Solar	49	0%		0	0%		16	0%
Other	32	0%		0	0%		5	0%
Not applicable	-							
Total	15039			16748			17318	

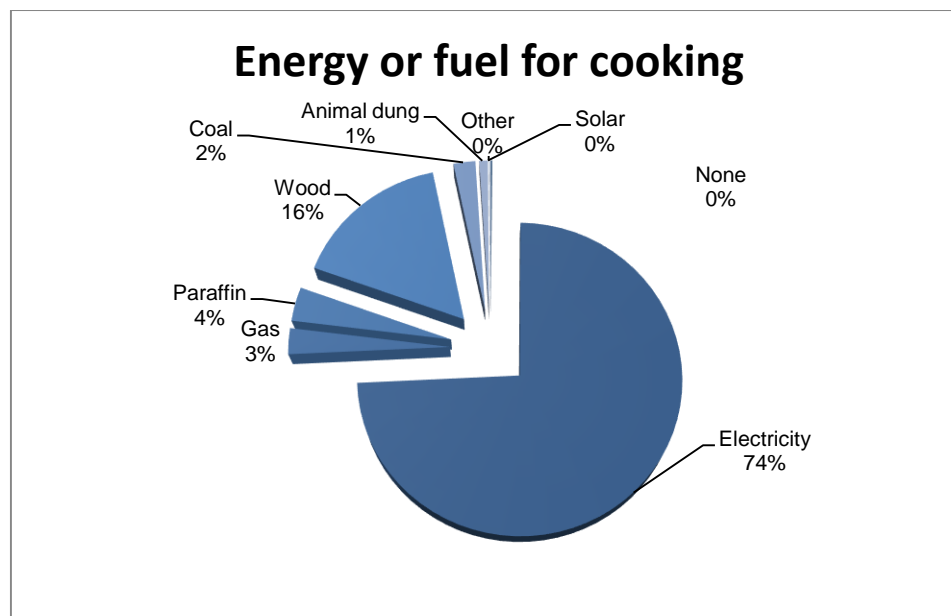
(Source: StatsSa)

Figure / Table 3.19: Energy or fuel for cooking according to category and per ward

	None	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other
FS193: Nketoana	28	12831	466	611	2817	391	153	16	5
Ward 1	1	1628	60	32	178	27	2	-	-
Ward 2	4	1515	26	37	229	48	8	2	-
Ward 3	5	1929	15	44	131	14	28	6	2
Ward 4	3	1368	53	53	227	5	52	1	1
Ward 5	4	1215	53	124	314	21	22	-	-
Ward 6	-	1044	95	41	620	44	22	3	-
Ward 7	3	1490	66	72	398	72	13	-	1
Ward 8	4	1271	33	40	87	81	4	1	-
Ward 9	4	1370	65	168	635	80	2	3	-

(Source: StatsSa)

Figure / Table 3.20: Energy or fuel for cooking



(Source: StatsSa)

Figure / Table 3.21: Energy or fuel for heating: Nketoana, Thabo Mafutsanyana and RSA

	Nketoana	Energy or fuel for heating as a %: Nketoana	Thabo Mafutsanyana District	Energy or fuel for heating as a %: Thabo Mafutsanyana	RSA	Energy or fuel for heating as a %: RSA
None	1142	7%	14999	7%	1773372	12%
Electricity	9397	54%	105114	48%	8503109	59%
Gas	440	2%	7825	4%	357062	3%
Paraffin	447	3%	37974	17%	1230223	9%
Wood	4494	26%	33582	15%	2203384	15%
Coal	1193	7%	16486	8%	293949	2%
Candles (not a valid option)	0	0	-	0%	-	0%
Animal dung	185	1%	1612	1%	48251	0%
Solar	19	0%	281	0%	38370	0%
Other	2	0%	11	0%	2442	0%

(Source: Census 2011)

Figure / Table 3.22: Energy or fuel for heating: 2001-2011

Census 2001			Community Survey 2007			Census 2011		
	Total house-holds	% of house-holds		Total house-holds	% of house-holds		Total house-holds	% of house-holds
None	0	0%		0	0%		1142	7%
Electricity	4316	29%		5071	30%		9397	54%
Gas	166	1%		148	1%		440	2%
Paraffin	1337	9%		1887	11%		447	3%
Wood	3737	25%		3273	20%		4494	26%
Coal	4720	31%		5750	34%		1193	7%
Animal dung	470	3%		289	2%		0	0
Solar	57	0%		0	0%		185	1%
Other	233	2%		329	2%		19	0%
Not applicable	-			-			2	0%
Total	15039			16748			17319	

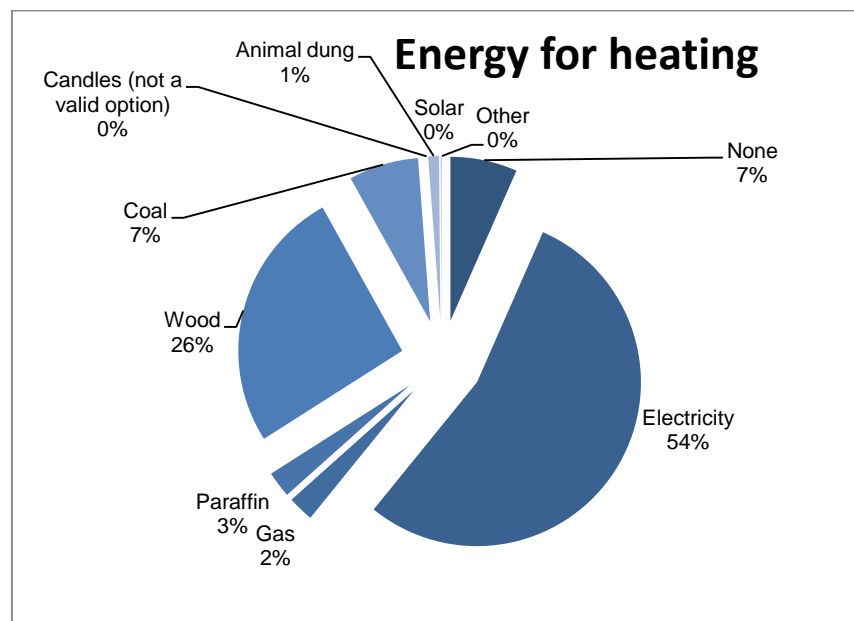
(Source: Census 2001, 2007, 2011)

Figure / Table 3.23: Energy or fuel for heating according to category and per ward

	None	Electricity	Gas	Paraffin	Wood	Coal	Candles (not a valid option)	Animal dung	Solar	Other
FS193: Nketoana	1142	9397	440	447	4494	1193	0	185	19	2
Ward 1	70	1267	40	27	394	126	-	3	1	-
Ward 2	235	879	29	29	548	136	-	12	1	1
Ward 3	160	1600	30	44	230	71	-	36	2	-
Ward 4	223	904	88	41	375	61	-	66	4	1
Ward 5	96	868	24	57	631	45	-	29	3	-
Ward 6	103	840	93	23	734	55	-	21	-	-
Ward 7	68	1264	77	67	473	150	-	12	2	-
Ward 8	99	830	28	40	206	311	-	5	3	-
Ward 9	87	944	29	119	904	239	-	1	3	-

(Source: StatsSA, Census 2011)

Figure / Table 3.24: Energy or fuel for heating



(Source: StatsSA, Census 2011)

Figure / Table 3.25: Energy or fuel for lighting: Nketoana, Thabo Mafutsanyana and RSA

	Nketoana	Energy or fuel for lighting as a %: Nketoana	Thabo Mafutsanyana District	Energy or fuel for lighting as a %: Thabo Mafutsanyana	RSA	Energy or fuel for lighting as a %: RSA
None	30	0%	426	0%	46621	0%
Electricity	14661	85%	189939	87%	12242401	85%
Gas	11	0%	246	0%	34347	0%
Paraffin	106	1%	2196	1%	426205	3%
Candles (not a valid option)	2459	14%	24625	12%	1649082	12%
Solar	50	0%	452	0%	51505	0%
Unspecified	-		-			
Not applicable	-		-			

(Source: Census 2011)

Figure / Table 3.26: Energy or fuel for lighting: 2001-2011

Census 2001			Community Survey 2007			Census 2011		
	Total house-holds	% of house-holds		Total house-holds	% of house-holds		Total house-holds	% of house-holds
None	0	0%		0	0%		30	0%
Electricity	11459	76%		12016	72%		14661	85%
Gas	20	0%		17	0%		11	0%
Paraffin	213	1%		375	2%		106	1%
Candles	3178	21%		4256	25%		2459	14%
Solar	101	1%		0	0%		50	0%
Other	67	1%		84	1%		0	0%
Not applicable	3	0%		0	0%		0	0%
Total	15039			16748			17317	

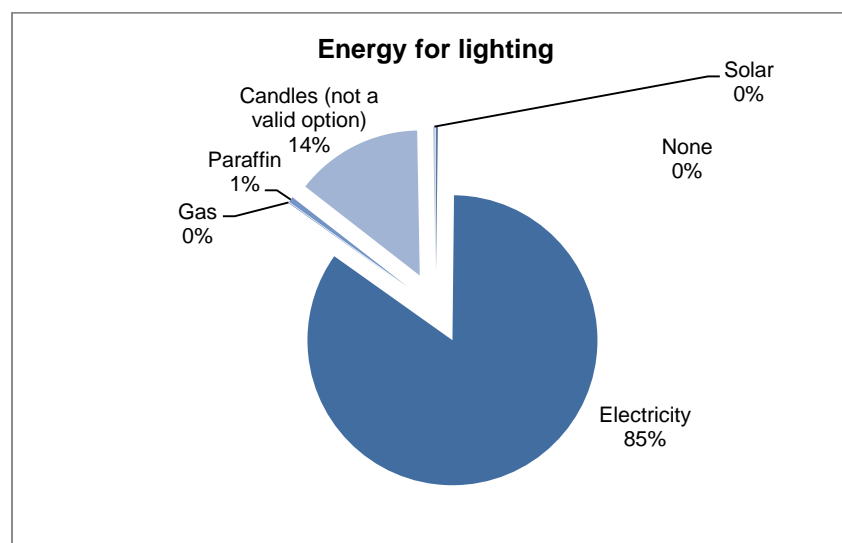
(Source: Statistics South Africa, 2001, 2007, 2011)

Figure / Table 3.27: Energy or fuel for lighting according to category and per ward

Wards	None	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar
FS193: Nketoana	30	14661	11	106	2459	50
Ward 1	-	1785	-	3	136	5
Ward 2	3	1716	2	7	142	-
Ward 3	5	2035	-	9	120	4
Ward 4	2	1495	3	7	252	4
Ward 5	5	1328	-	17	391	13
Ward 6	2	1390	1	20	444	12
Ward 7	6	1806	3	4	291	3
Ward 8	1	1461	-	4	56	-
Ward 9	6	1645	3	35	629	8

(Source: Statistics South Africa, Census, 2011)

Figure / Table 3.28: Energy or fuel for lighting



(Source: Statistics South Africa, Census, 2011)

Figure / Table 3.29: Situation Analysis, Electricity

Status Quo:	Refer to the Tables below
Areas without access to electricity or other forms of energy	<ul style="list-style-type: none"> The Mabena Section in Arlington still does not have access to electricity. Eskom is directly providing electricity in Arlington. However, Eskom has confirmed a project to provide electricity to Mabena. Households affected are 375. The new extension in Ntha is still not connected to the network. A new extension of the network needs to be constructed. Households affected are 1001.
Areas with access to electricity and the reliability thereof	<ul style="list-style-type: none"> Eskom is providing electricity everywhere in the municipal area, with the exception of Reitz, Petrus Steyn, Lindley and Ntha. The provision is reliable except in Lindley and Ntha. To solve this problem the upgrading of the network is included in the budget of 2012/2013.
Other challenges	<ul style="list-style-type: none"> Ageing electricity infrastructure in Reitz and Petrus Steyn. Refurbishment of the electricity network is ongoing. Tempering with electricity infrastructure– remove illegal connections and correction at payment of re-connection fees Defaulting accounts The inadequate number of electricians is a serious risk and challenge Identification and implementation of renewable energy options
Other issues:	Electricity is distributed to households both by the municipality and Eskom. Street lighting is provided by the municipality. The communities in town ships prefer high mast lights as means of street lighting. Although regular street lights are still in operation, the municipality started with replacement by high mast lights. In the budget provision is made for a next phase of high mast lights.

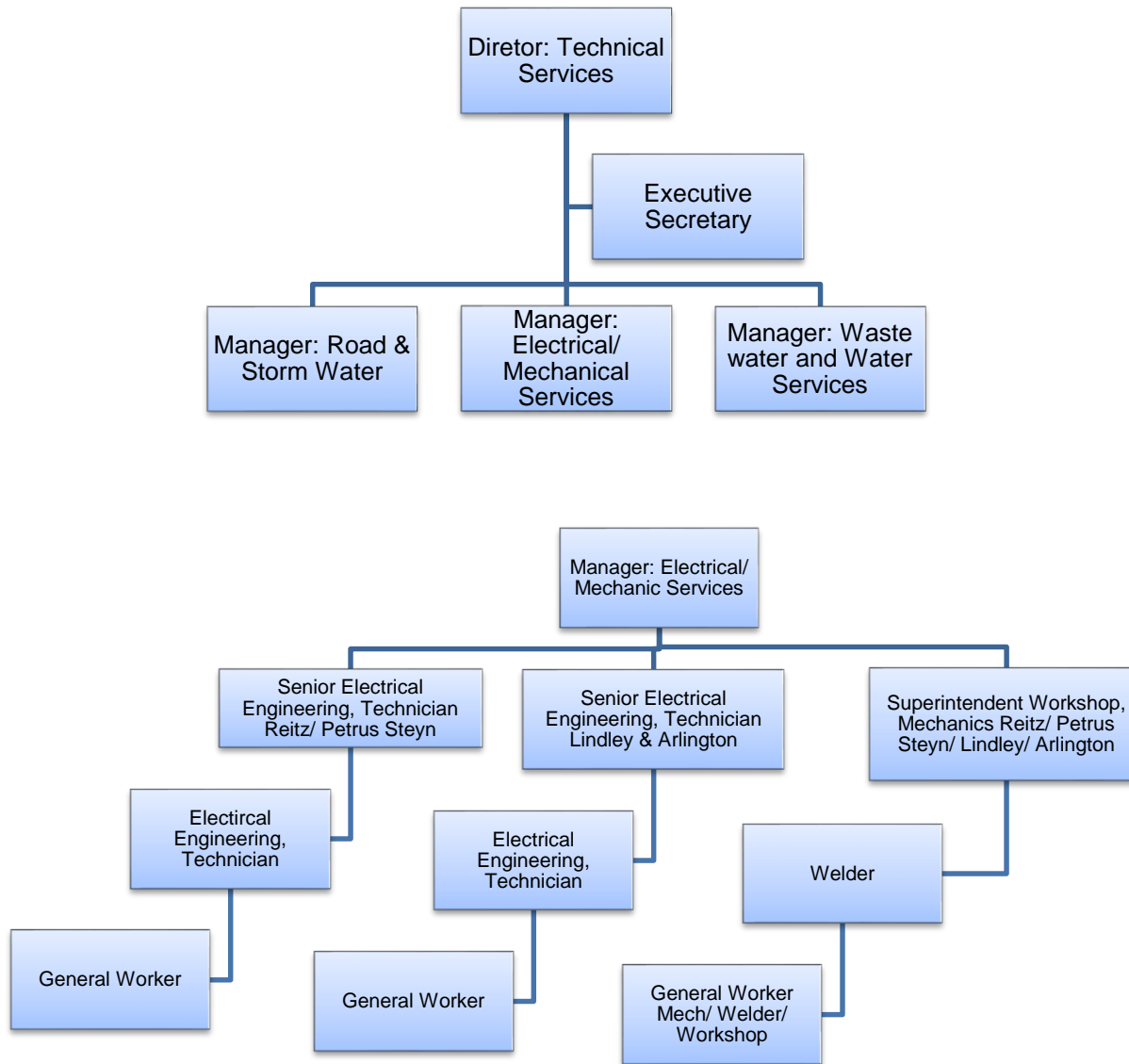
Figure / Table 3.30: Status Quo Analysis: Electricity

Energy source for lighting					Energy source for lighting (Values expressed as %)				
Ward	None	Electricity - Solar	Gas - Paraffin	Candles (not a valid option)	Ward	None	Electricity - Solar	Gas - Paraffin	Candles (not a valid option)
Ward 1	0	1,790	3	136	Ward 1	0.00%	92.79%	0.16%	7.05%
Ward 2	3	1,716	9	142	Ward 2	0.16%	91.76%	0.48%	7.59%
Ward 3	5	2,040	9	120	Ward 3	0.23%	93.84%	0.41%	5.52%
Ward 4	2	1,499	10	252	Ward 4	0.11%	85.03%	0.57%	14.29%
Ward 5	5	1,341	17	391	Ward 5	0.29%	76.45%	0.97%	22.29%
Ward 6	2	1,402	21	444	Ward 6	0.11%	75.01%	1.12%	23.76%
Ward 7	6	1,810	7	291	Ward 7	0.28%	85.62%	0.33%	13.77%
Ward 8	1	1,461	4	56	Ward 8	0.07%	95.99%	0.26%	3.68%
Ward 9	6	1,653	38	629	Ward 9	0.26%	71.07%	1.63%	27.04%

Energy source for cooking					Energy source for heating							
Ward	None	Electricity	Gas, paraffin and Solar	Wood, Coal and Animal dung	Other - Not applicable	Ward	None	Electricity - Solar	Gas - Paraffin	Wood - Coal	Candles (not a valid option) - Animal dung	Other - Not applicable
Ward 1	1	1,628	92	207	-	Ward 1	70	1,268	67	520	3	-
Ward 2	4	1,515	66	284	-	Ward 2	235	880	58	683	12	1
Ward 3	5	1,929	65	172	2	Ward 3	160	1,602	75	301	36	-
Ward 4	3	1,368	108	283	1	Ward 4	223	908	128	436	66	1
Ward 5	4	1,215	177	357	-	Ward 5	96	871	82	675	29	-
Ward 6	-	1,044	139	686	-	Ward 6	103	840	116	788	21	-
Ward 7	3	1,490	138	483	1	Ward 7	68	1,267	144	623	12	-
Ward 8	4	1,271	74	172	-	Ward 8	99	833	69	517	5	-
Ward 9	4	1,370	235	717	-	Ward 9	87	946	148	1,143	1	-

(Source: Statistics South Africa, Census, 2011)

Figure / Table 3.31: Organogram



Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Electricity Reticulation	To ensure that 100% of households in the Nketoana municipal area have access to electricity by 2014 (To ensure that all areas provided by the municipality have access to electricity)	100% of households in formal areas with access to electricity (Provide individual connections)	95% (Upgrading of the electricity network in Ntha)	95% (High mast lights and the filling of the vacant Electricity Manager's post were priorities. Targets in this regard were achieved)	Upgrade of electricity network in Lindley and Netha; Connection of 1001 sites in Ntha	Mabenna, an area in Arlington / Leretswana is serviced by ESKOM and it took several years to expand the service. The municipality continuously engage Eskom in this regard



Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Technical Services

Vote: Electricity; No Split Total

IDP Objective: To ensure that all areas provided by the municipality have access to electricity

Strategy: Provide individual connections

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Electricity Reticulation	To ensure that 100% of households in the Nketoana municipal area have access to electricity by 2014	100% of households in formal areas with access to electricity	Electricity to households	95% Upgrading of electricity network in Ntha	95%	95%	95%	81%	95%	81%	95%	95%	95%	95%	Mabenna, an area in Arlington / Leretswana is serviced by ESKOM and it took several years to expand the service. The municipality continuously engage Eskom in this regard	Upgrade of electricity network in Lindley and Netha; Connection of 1001 sites in Ntha
		Erect 30mt High mast Lights	High mast Lights		12	12							12	12	High mast lights still to be commissioned by Eskom	4 highmast lights in Petsana, 3 in Ntha, 3 in Mamafubedu, 2 in Arlington
		Appoint Manager: Electricity	Appoint Manager: Electricity	Vacant	1	1					1	1			Targets have been achieved	NA

3.4 Waste Management

Figure / Table 3.32: Waste Removal: Nketoana, Thabo Mafutsanyana and R

Category	Nketoana	Refuse removal as a %: Nketoana	Thabo Mafutsanyana	Refuse removal as a %: Thabo Mafutsanyana	RSA	Refuse removal as a %: RSA
Removed by local authority/private company at least once a week	12506	72%	107125	49%	8972934	62%
Removed by local authority/private company less often	262	1%	2042	1%	218302	2%
Communal refuse dump	545	3%	8245	4%	271787	2%
Own refuse dump	3225	19%	86680	40%	4075939	28%
No rubbish disposal	682	4%	12254	5%	781999	5%
Other	97	1%	1539	1%	129201	1%

(Source: Census 2011)

Figure / Table 3.33: Waste Removal: 2001-2011

	Census 2001			Community Survey 2007			Census 2011	
	Total house-holds	% of house-holds		Total house-holds	% of house-holds		Total house-holds	% of house-holds
Removed by local authority at least once a week	9591	64%		10533	63%		12506	72%
Removed by local authority less often	243	2%		316	2%		262	1%
Communal refuse dump	371	2%		100	1%		545	3%
Own refuse dump	3276	22%		4020	24%		3225	19%
No rubbish disposal	1557	10%		1729	10%		682	4%
Not applicable	3	0%		51	0%		97	1%
Total	15039			16748			17317	

(Source: StatsSA)

Figure / Table 3.34: Waste Removal according to category and per ward

	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
FS193: Nketoana	12506	262	545	3225	682	97
Ward 1	1481	1	82	321	34	8
Ward 2	1730	8	20	84	20	7
Ward 3	1929	8	-	149	84	4
Ward 4	1252	3	42	384	51	31
Ward 5	1204	17	10	448	46	27
Ward 6	805	14	74	794	177	5
Ward 7	1367	31	21	546	136	12
Ward 8	1339	94	1	32	56	-
Ward 9	1399	85	295	467	78	3

(Source: StatsSA)

Figure / Table 3.35: Waste Removal

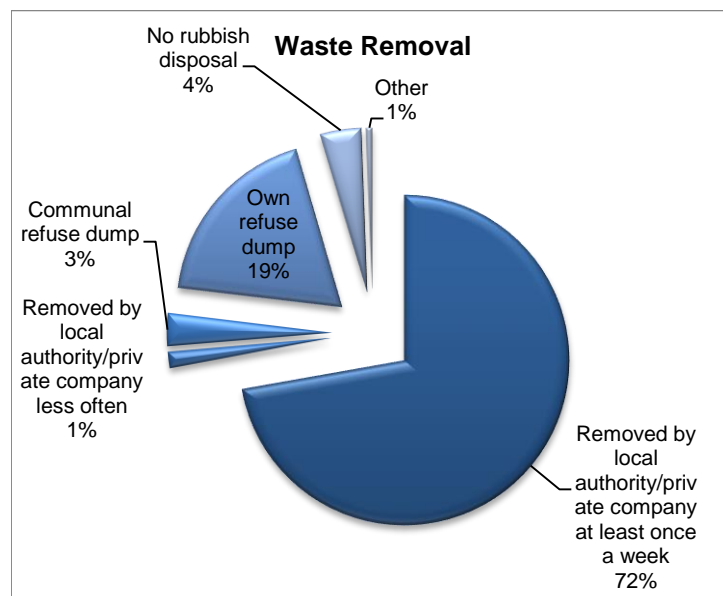


Figure / Table 3.36: Status Quo Analysis: Refuse Removal

Status Quo: ³		<table><tr><th>Ward</th><th>RDP and above</th><th>Below RDP</th><th>No rubbish disposal</th><th>Other - Not applicable</th></tr><tr><td>Ward 1</td><td>1,482</td><td>403</td><td>34</td><td>8</td></tr><tr><td>Ward 2</td><td>1,738</td><td>104</td><td>20</td><td>7</td></tr><tr><td>Ward 3</td><td>1,938</td><td>149</td><td>84</td><td>4</td></tr><tr><td>Ward 4</td><td>1,255</td><td>426</td><td>51</td><td>31</td></tr><tr><td>Ward 5</td><td>1,221</td><td>459</td><td>46</td><td>27</td></tr><tr><td>Ward 6</td><td>819</td><td>868</td><td>177</td><td>5</td></tr><tr><td>Ward 7</td><td>1,398</td><td>567</td><td>136</td><td>12</td></tr><tr><td>Ward 8</td><td>1,433</td><td>33</td><td>56</td><td>0</td></tr><tr><td>Ward 9</td><td>1,484</td><td>762</td><td>78</td><td>3</td></tr></table>	Ward	RDP and above	Below RDP	No rubbish disposal	Other - Not applicable	Ward 1	1,482	403	34	8	Ward 2	1,738	104	20	7	Ward 3	1,938	149	84	4	Ward 4	1,255	426	51	31	Ward 5	1,221	459	46	27	Ward 6	819	868	177	5	Ward 7	1,398	567	136	12	Ward 8	1,433	33	56	0	Ward 9	1,484	762	78	3	<table><tr><th>Ward</th><th>RDP and above</th><th>Below RDP</th><th>No rubbish disposal</th><th>Other - Not applicable</th></tr><tr><td>Ward 1</td><td>76.91%</td><td>20.91%</td><td>1.76%</td><td>0.42%</td></tr><tr><td>Ward 2</td><td>92.99%</td><td>5.56%</td><td>1.07%</td><td>0.37%</td></tr><tr><td>Ward 3</td><td>89.10%</td><td>6.85%</td><td>3.86%</td><td>0.18%</td></tr><tr><td>Ward 4</td><td>71.19%</td><td>24.16%</td><td>2.89%</td><td>1.76%</td></tr><tr><td>Ward 5</td><td>69.65%</td><td>26.18%</td><td>2.62%</td><td>1.54%</td></tr><tr><td>Ward 6</td><td>43.82%</td><td>46.44%</td><td>9.47%</td><td>0.27%</td></tr><tr><td>Ward 7</td><td>66.16%</td><td>26.83%</td><td>6.44%</td><td>0.57%</td></tr><tr><td>Ward 8</td><td>94.15%</td><td>2.17%</td><td>3.68%</td><td>0.00%</td></tr><tr><td>Ward 9</td><td>63.77%</td><td>32.75%</td><td>3.35%</td><td>0.13%</td></tr></table>	Ward	RDP and above	Below RDP	No rubbish disposal	Other - Not applicable	Ward 1	76.91%	20.91%	1.76%	0.42%	Ward 2	92.99%	5.56%	1.07%	0.37%	Ward 3	89.10%	6.85%	3.86%	0.18%	Ward 4	71.19%	24.16%	2.89%	1.76%	Ward 5	69.65%	26.18%	2.62%	1.54%	Ward 6	43.82%	46.44%	9.47%	0.27%	Ward 7	66.16%	26.83%	6.44%	0.57%	Ward 8	94.15%	2.17%	3.68%	0.00%	Ward 9	63.77%	32.75%	3.35%	0.13%
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General:	Refuse removal services is classified as satisfactory in some areas, but not in all																																																																																																						
Residential sites:	All residential as well as businesses have access to refuse removal services. Residential areas have a service once a week. All the urban areas are serviced, with refuse removal on a weekly basis. Effective co-ordination of this service enhance the functioning of the thereof.																																																																																																						
Business sites:	Businesses are serviced twice per week if necessary.																																																																																																						
Resource consideration:	<ul style="list-style-type: none">The equipment used for removal (mostly a tractor and trailer) are old and in poor condition. The procurement of compactor trucks enhanced the service and it is more effectively rendered now. In the budget provision is made for the procurement of a waste compactor. It will prolong the life of landfill sites.Resources are generally adequate to support current waste disposal requirements.																																																																																																						
Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service	<ul style="list-style-type: none">Each of the urban units has one waste disposal site, excluded Arlington.Waste transfer center in Arlington is licensed.The capacity and condition of the site in Petrus Steyn needs urgent attention. It reached its capacity and needs to be closed down and a new site needs to be developed. The present site will be properly rehabilitated after closing down.Two landfill sites have been licensed.																																																																																																						
Recycling:	The recycling of waste can be utilized much more as an instrument for job creation. The impact that proper waste recycling can have on the environment must not be underestimated. The																																																																																																						

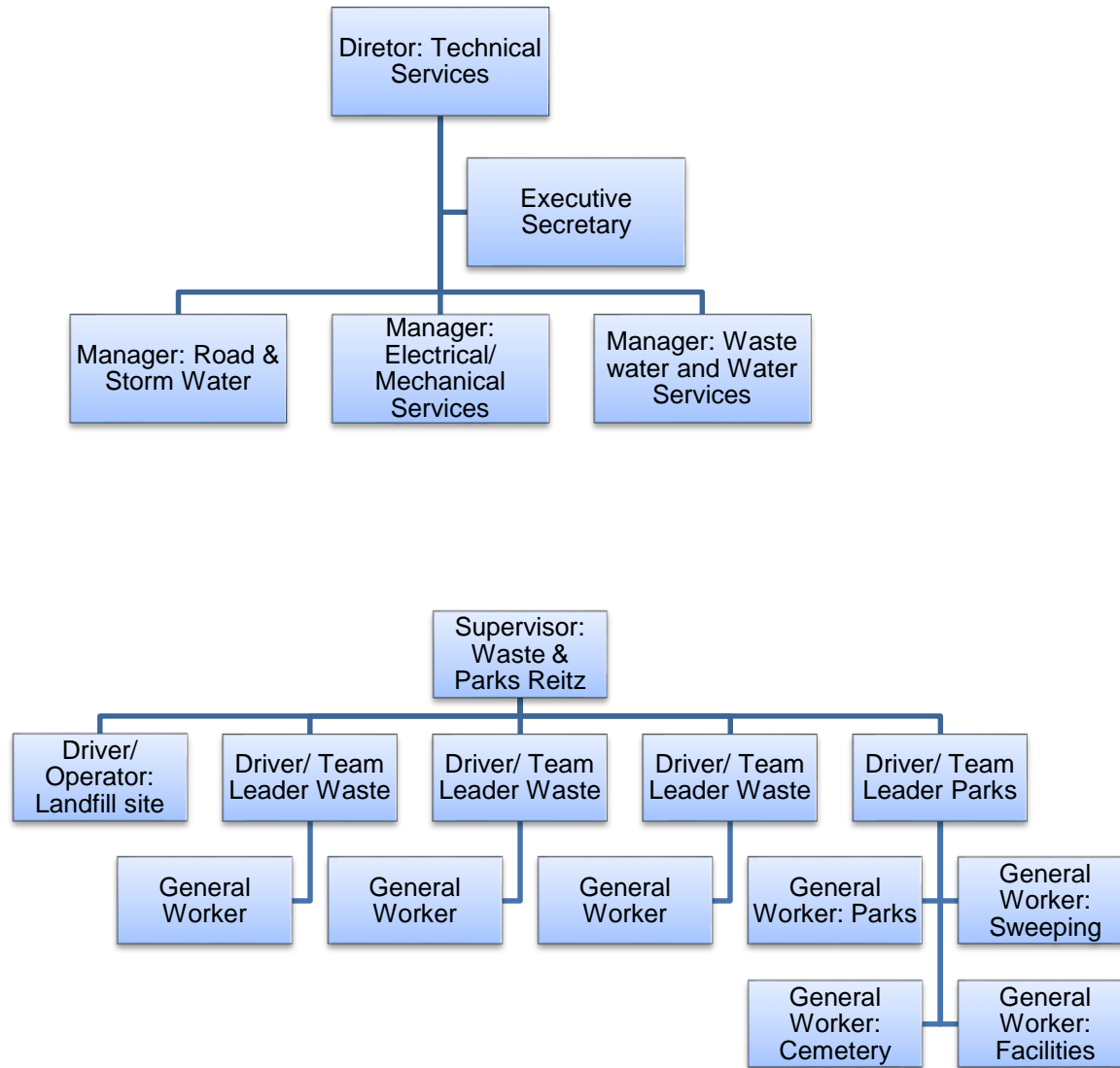
³ Source of statistics: (StatsSA, 2011): Wards 1 and 2=Petrus Steyn / Mamafubedu; Ward 3 and 4 = Lindley/Ntha; Ward 5=Arlington/Leratswana and Ward 6-9 = Reitz and Petsana

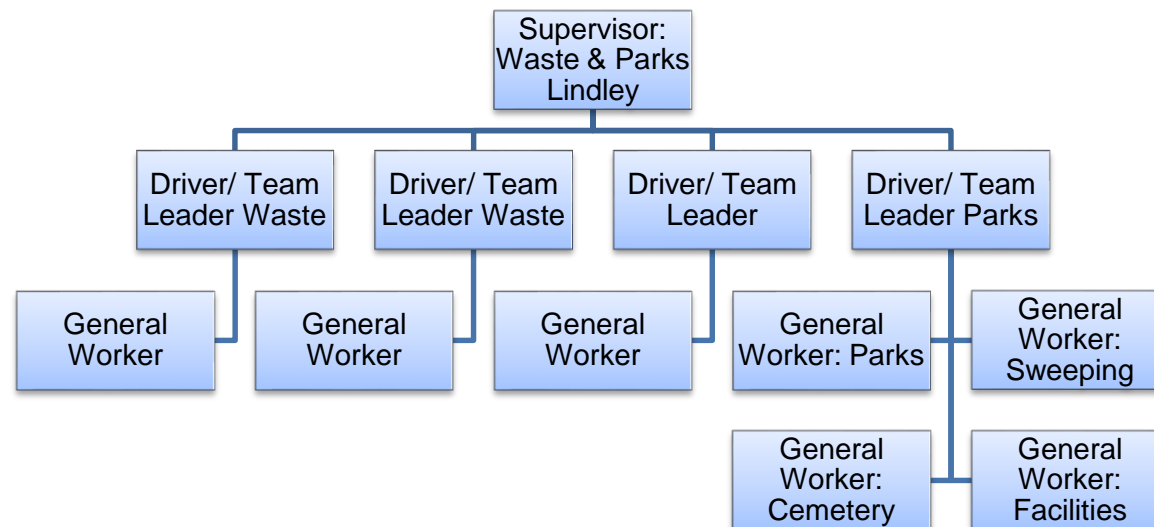
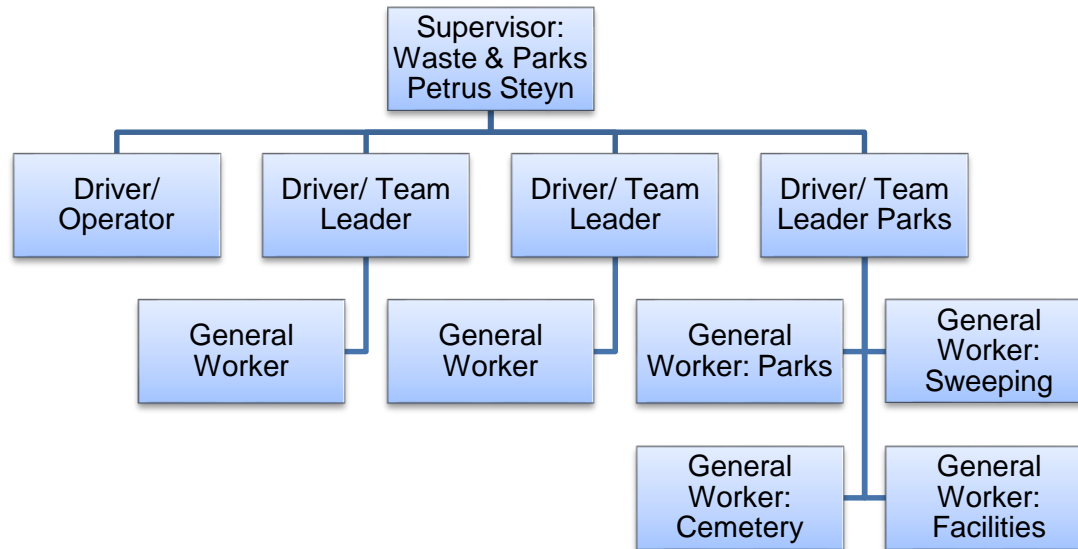
	LED section of the municipality is making an effort to utilize recycling to the utmost and involve the community to drive the process. With the development of the new Landfill site in Reitz recycling was put as part of the requirements in the tender document.
<i>Indicate other challenges that are not highlighted above</i>	<ul style="list-style-type: none"> Illegal dumping takes place and it is a challenge to stop it. Most towns experience problems with the management of their waste disposal sites, and do not adhere to the requirements of the Department of Water Affairs.
<i>Waste Disposal:</i>	<ul style="list-style-type: none"> One landfill site is not licensed or registered and is too close to residential areas, which creates a health hazard

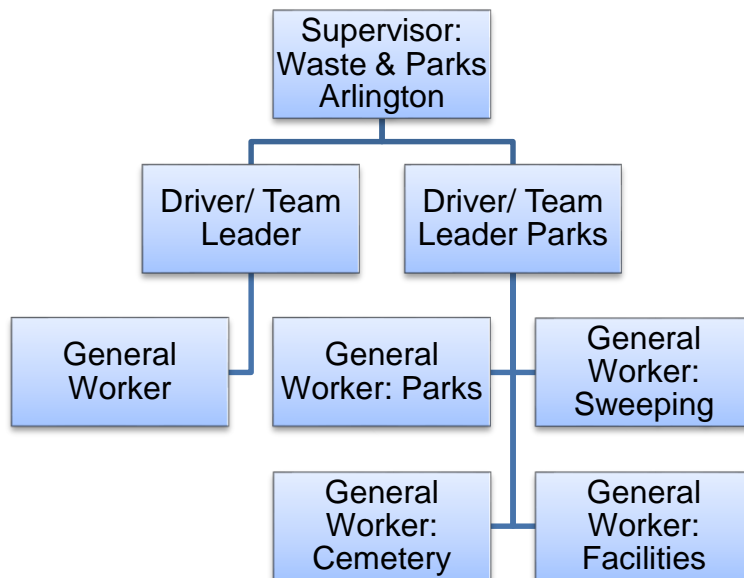
Figure / Table 3.37: Summary of Refuse Handling Capacity

Area	Number of landfill sites	Legal Status	Frequency of refuse removals	Equipment
Reitz/Petsana	1	Legal	Once per week	1 Compactor Truck 2 Tractors with Trailers
Petrus Steyn/Mamafubedu	1	Not legal	Once per week	2 Tractors with Trailers
Lindley/ Ntha	1	Legal	Once per week	2 Tractors with trailers
Arlington/Leratswana	0 Waste is transferred to Lindley. A transfer station is under development		Once per week	1 Tractor with trailer

Figure / Table 3.38: Organogram







Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Refuse Removal	To ensure good waste management in the Nketoana municipal area (To render an adequate refuse removal service to the community)	Three licensed and registered landfill sites.	Several landfill sites not registered	The three landfill sites were registered	Rehabilitation of the Mamafubedu disposal site;	An Integrated Waste Management Plan and Environmental management Plan to be developed in 2013/14, purchasing of a waste compactor truck
			100% of households in formal areas with access to refuse removal services at basic acceptable national standards	14,504 refuse collection service points per month	14,504 refuse collection service points per month	100%, weekly refuse removal to households and business in formal settlements	

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Community Services

Vote: Waste Management, Solid Waste

IDP Objective: To render an adequate refuse removal service to the community

Strategy: (1) Provide refuse bins to all households, (2) To provide skip bins on strategic places throughout all areas in Nketoana. (3) To ensure that the number of refuse removals is sufficient for the generated refuse per household (4) Provision of equipment for effective and efficient refuse removal

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Refuse Removal	To ensure good waste management in the Nketoana municipal area	One new licensed and registered landfill site	One new licensed and registered landfill site	New	1	1		Started		Continuation			1	1	The project was started in the 1 st quarter – sooner than planned Registration was done.	Rehabilitation of the Mamafubedu disposal site; An Integrated Waste Management Plan to be developed, purchasing of a waste compactor truck
		Three licensed and registered landfill sites	Three licensed and registered landfill sites		3	3			3	Licensed			3	3	The landfill sites were not registered for years. Several queries were received from various departments. Licensed in the 2 nd quarter. Landfill sites are now registered.	
		One new transfer station	One new transfer station	new	1	1							1	1	The transfer station in Arlington was completed	
		Develop Waste	Waste Management Plan	new	1	1							1	1	Draft available. Council approval is awaited	

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		Management Plan														
		Develop environmental management plan	Develop environmental management plan	New	1	1							1	1	Draft available. Council approval is awaited	Approval and Review
		100% of households in formal areas with access to refuse removal services at basic acceptable national standards Refuse removal and cleaning 12 900 per month Number of removals per month as per job cards Once a week Less often Communal refuse dump No service	Number of service points for refuse removal	14504 per month	14504 per month	14504 per month	14504 per month	14504 per month	14504 per month	14504 per month	14504 per month	14504 per month	14504 per month	14504 per month	<p>The service improved and the removals are now actually done as required. Supervision improved because job cards are used and signed off. Monthly reports also contain the removal statistics.</p> <p>The 4 units of Nketoana are clean and well serviced. Illegal dumping sites are removed regularly. Weekly schedules and job cards improved the service due to better control. Care is taken that hot spots like business areas and taxi pick-ups are serviced even more than listed. This is done to ensure that the units are clean. Petrus Steyn, Reitz and Arlington need to be mentioned specifically regarding progress in this regard.</p>	100%, weekly refuse removal to households and business in formal settlements

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		Distribution of dustbins to 8000 households	Dustbins for new developments	2000	8000	8000					4000	4000	4000	4000	The dustbins were distributed earlier than planned and the number was increased from 2000 to 8000. There is still a need for more bins to ensure the cleanliness of all towns, but inadequate budget provision to address this need in the current FY	15,331 refuse bins distributed (to all households in formal areas
			Clean Up campaign 1 campaign for the area	New	1	1	1	1							The clean-up campaign was successfully completed.	Not in SDBIP



3.5 Housing

2.1 Analysis of Access to Basic Services: 2001-2011

Figure / Table 3.39: Analysis of Access to Dwellings: 2001, 2007, 2011

	Census 2001	CS 2007	Census 2011
House or brick structure on a separate stand or yard	55.3%	56.4%	71.3%
Traditional dwelling /hut / structure made of traditional materials	16.1%	5.9%	3.8%
Flat in block of flats	0.3%	0.6%	0.7%
Town / cluster / semi-detached house (simplex: duplex: triplex)	0.4%	0.4%	0.1%
House / flat / room in back yard	1.1%	1.4%	0.9%
Informal dwelling/s shack in backyard	5.2%	6.7%	13.6%
Informal dwelling/s shack NOT in backyard e.g. in an informal / squatter settlement	21.0%	25.2%	8.8%
Room / flatlet not in back yard but on a shared property	0.6%	1.8%	0.1%
Caravan or tent	0.1%	-	0.1%
Workers' hostel(bed / room)	-	0.2%	0.0%
Other	-	1.4%	0.6%
Total	100.0%	100.0%	100.0%

(Source: StatsSA, 2001, 2007, 2011)



Figure / Table 3.40: Service Delivery trends (Basic Services)

	Census 2001		Community Survey 2007		Census 2011	
	Total dwellings	Type of dwelling as %	Total dwellings	Type of dwelling as %	Total dwelling	Type of dwelling as %
House or brick structure on a separate stand or yard	8240	55%	9448	56%	12355	71%
Traditional dwelling/hut/structure made of traditional materials	2400	16%	983	6%	655	4%
Flat in block of flats	43	0%	100	1%	112	1%
Town/cluster/semi-detached house (simplex: duplex: triplex)	53	0%	61	0%	11	0%
Semi-detached house					50	0%
Townhouse (semi-detached house in a complex)					18	0%
House/flat/room in back yard	167	1%	236	1%	163	1
Informal dwelling/shack in back yard	771	5%	1127	7%	2351	14
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	3123	21%	4214	25%	1528	9
Room/flatlet not in back yard but on a shared property	82	1%	303	25%	25	0%
Caravan or tent	22	0%	0	0%	12	0%
Private ship/boat	3	0%	0	0%		
Workers' hostel (bed/room)			38	0%		
Tourist hotel/motel	0	0%				
Hospital/medical facility/clinic/frail care centre	4	0%				
Childcare institution/orphanage	0	0%				
Home for the disabled	0	0%				
Boarding school hostel	3	0%				
Initiation school	0	0%				
Convert/monastery/religious retreat	0	0%				
Defence force barracks/camp/ship in harbour	3	0%				
Prison/correctional institution/police cells	4	0%				
Community or church hall	0	0%				
Refugee camp/shelter for the homeless	0	0%				
Homeless	3	0%				
Other	0	0%	239	2%	37	0%
Not applicable	120	1%				
Total	15039		16748		17317	

(Source: StatsSA)

Figure / Table 3.41: Dwelling according to Wards in Nketoana

	House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other
FS193: Nketoana	12355	655	112	11	18	50	163	2351	1528	25	12	37
Ward 1	1661	19	9	-	1	1	13	172	41	-	7	2
Ward 2	1070	11	24	4	2	13	6	359	377	-	-	3
Ward 3	1478	48	12	-	4	16	8	434	164	-	1	7
Ward 4	1212	118	9	6	1	4	2	343	55	6	-	7
Ward 5	1327	104	6	-	1	4	11	182	113	2	-	4
Ward 6	1363	163	23	1	1	3	23	187	89	7	2	8
Ward 7	1713	178	11	-	6	7	55	73	56	11	1	4
Ward 8	1264	7	7	-	-	-	18	189	35	-	-	1
Ward 9	1267	7	12	-	1	3	27	411	597	-	1	-

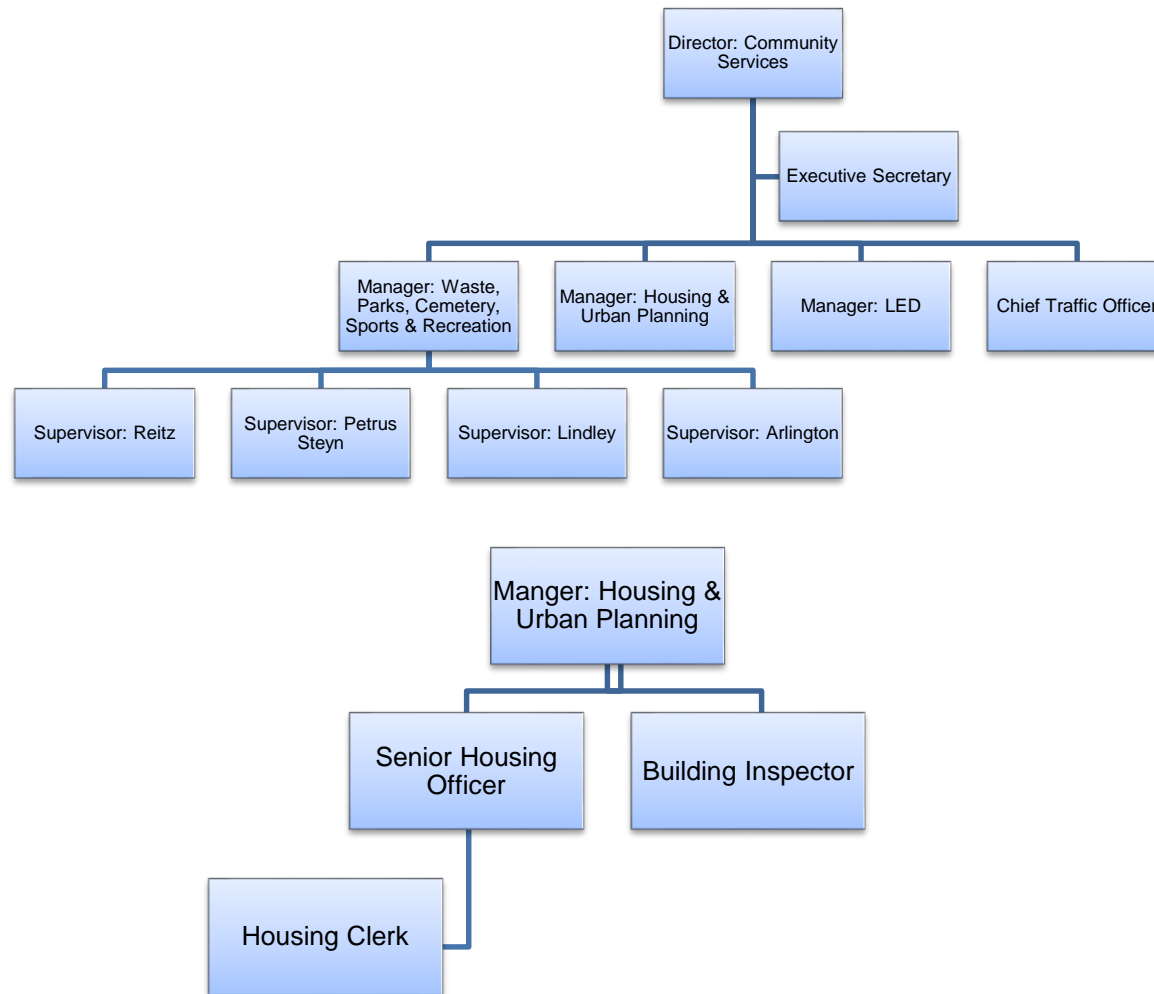
(Source: StatsSA)

Figure / Table 3.42: Housing – Census 2011

Category	Unit of measurement	Y2001	Y2011
Persons	Number of Persons	61950	60324
Households	Number of households	15039	17318
Average household size	Number of persons/house	4.11	3.48
Female headed households	Percentage / households	40% (5975 of 15039)	41% (7056 of 17318 households)
Formal dwellings	Percentage / households	73% (10953 of 15039)	77% (13390 of 17318)
Informal dwellings	Percentage/ households	27% (4086 of 15039)	23% (3928 of 17318)

(Source: StatsSA)

Figure / Table 3.43: Organogram



Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Housing	To ensure that coordinated, orderly and formal land development takes place and that illegal occupation is discouraged	Finalize township establishment in all towns	Need for formalization of some informal townships	Develop and compile a Housing Sectorplan Sites allocated in Mamafubedu and Petsana: <ul style="list-style-type: none"> 800 in Petsana 600 in Mamafubedu 	One review; Housing Demand Database Audit and verification of site allocations in 3 areas	The Municipality only supports the Provincial Department of Human Settlements with the administration of this function

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Community Services

Vote: Housing

IDP Objective: To ensure access to application for housing subsidies to provide shelter to all members of the community

Strategy: (1) Develop a housing demand database for each town. (2) Audit and verify existing waiting list for allocation of sites.

IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Housing	Develop and compile a Housing Sectorplan	Develop and compile a Housing Sectorplan	Sector plan		1	1							1	1		One review; Housing Demand Database
	Allocation of sites for housing	Sites allocated in	800 in Petsana										1400			Audit and verification of site

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		Mamafubedu and Petsana	600 in Mamafubedu													allocations in 3 areas

IDP Objective: To ensure that coordinated, orderly and formal land development takes place and that illegal occupation is discouraged
 Strategy: Finalize township establishment in all towns.

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+2 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Land Development	Formalization of Mabena section as a township to ensure electrification thereof	Formalization of Mabena section as a township	Formalization of Mabena section as a township	New	1		1									Not in SDBIP

Component B: Roads and Transport

3.6 Roads, Transport and Stormwater

Figure / Table 3.44: Status Quo Analysis: Roads & Storm water

<i>Status Quo:</i>	Refer to Tables below
<i>General, Roads:</i>	<ul style="list-style-type: none"> • The condition of roads and storm water in Nketoana needs urgent attention. Although quite a significant part of roads in the towns are tar roads, the condition is deteriorating. • Paved roads were constructed in Petsana, Mamafubedu, Ntha and Leratswana. It was an immense improvement and made all areas more accessible.
<i>Storm water:</i>	<ul style="list-style-type: none"> • Storm water management is still a challenge to the municipality. The gradient of the areas are is of such a nature that considerable damage can be caused by rain water. The paving of roads prevent damage. It is nevertheless still necessary to improve existing stormwater channels and construct more in each area; especially those areas traditional developed urban areas. • The following stormwater challenges were noted in the Roads and Storm water Masterplan (Nektoana Local Municipality, Roads and Stormwater Masterplan, 2011): • Construction of sewer manholes in stormwater channels and hence increasing the incidence of Stormwater Ingress into the sewer systems which studies have indicated that has adverse effects on the capacity of the wastewater treatment works. Standards have to be developed such that the service providers work in accordance with the best practice procedures. • Inadequate sizing of the critical hydraulic structures in the various streams in all the towns which lead to serious flooding • The stormwater channels are seemingly constructed with grades that are lower than the stipulated minimum grades and hence the high incidence of the development of water puddles in the open stormwater drains. In addition, this problem also manifests itself as severe sedimentation/silting with the problematic areas leading to large quantities of sand being deposited in the affected areas

	<ul style="list-style-type: none"> • Major stormwater challenges are experienced in Ntha. To alleviate this problem, a new gabion-lined stormwater channel is required. • Inadequate sizing of culverts that threaten to wash away the newly constructed roads.
<i>Status of arterial roads / internal roads</i>	<ul style="list-style-type: none"> • Access roads are priorities • Streets and storm water network need to be better maintained • Ageing tar roads become not accessible • There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a problem • Some roads are used by heavy vehicles – attention must be given to allocate specific roads to heavy vehicles to keep them out of the CBD areas of the main towns.



Figure / Table 3.45: Road Length and Road Category Summary

Road Length Summary

Settlement	Tarred(m)	Paved(m)	Gravel(m)	Dirt(m)	Total(m)
Petsana	8,947	2,686	40,703	0	52,336
Reitz	39,918	0	1,283	0	38,201
Mamafubedu	1,872	5,756	25,414	2,326	35,369
Petrus Steyn	8,320	0	9,136	1,420	18,876
Ntha	559	6,169	29,015	0	35,744
Lindley	4,682	0	12,266	0	16,948
Leratswana	715	3,408	10,214	0	14,337
Arlington	3,158	0	1,853	124	5,134

Road Category Summary

Category	Road Type	Length (km)	Percentage	Percentage
UA	Gravel	0.0	0.00%	11.10%
	Paved	0.0	0.00%	
	Tarred	4,254.9	100.00%	
	Dirt	0.0	0.00%	
	Total	4,254.9		
UB	Gravel	0.0	0.00%	10.00%
	Paved	0.0	0.00%	
	Tarred	3,804.5	100.00%	
	Dirt	0.0	0.00%	
	Total	3,804.5		
UC	Gravel	0.0	0.00%	10.70%
	Paved	0.0	0.00%	
	Tarred	4,093.1	100.00%	
	Dirt	0.0	0.00%	
	Total	4,093.1		
UD	Gravel	1,282.9	4.90%	68.20%
	Paved	0.0	0.00%	
	Tarred	24,765.5	95.10%	
	Dirt	0.0	0.00%	
	Total	26,048.5	0.00%	

(Source: Nketoana Local Municipality, Roads and Stormwater Masterplan, 2011)

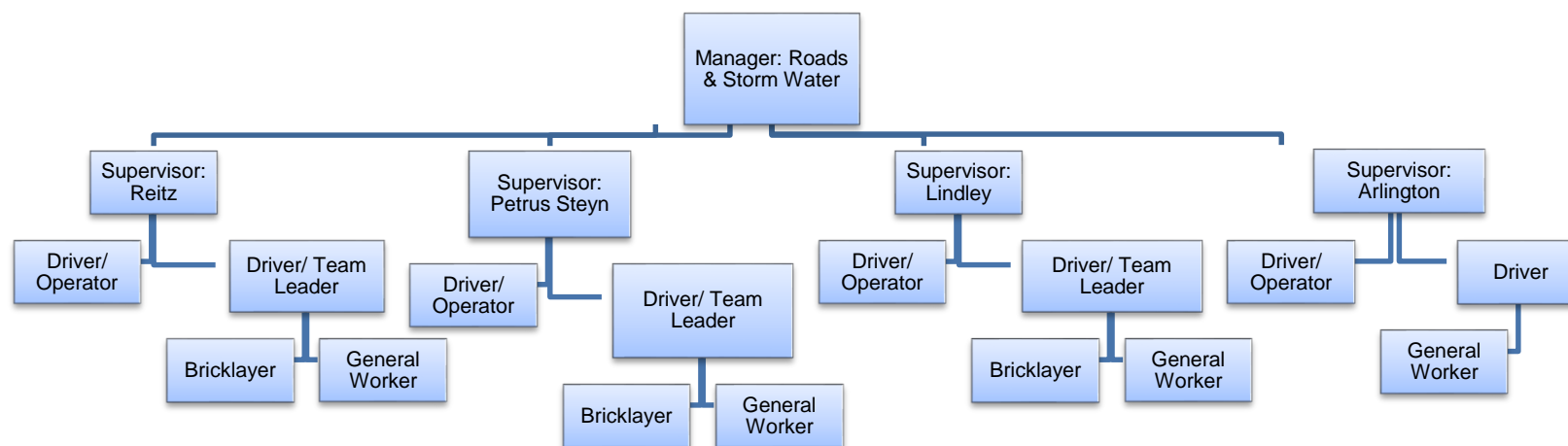
Figure / Table 3.46: Transportation Infrastructure (Nketoana SDF, 2010-2011)

Infrastructure	Reitz / Petsana	Petrus Steyn / Mamafubedu	Arlington / Leratswana	Lindley / Ntha
Roads	<p>A variety of road networks links Reitz-Petsana with the surrounding area and other urban centers.</p> <p>The provincial road R26 links Reitz with Bethlehem to the</p>	<p>The provincial road R57 between Reitz and Heilbron are also the main access to Petrus Steyn.</p> <p>Petrus Steyn is linked to Lindley and Frankfort with the road R707</p>	<p>The provincial road P40/1 between Lindley and Senekal are also the main access to Arlington.</p> <p>Arlington-Leratswana is developed in a linear form and</p>	<p>The R707 between Arlington and Petrus Steyn is the main road link and separates Lindley and Ntha.</p> <p>The P19/1 links Lindley with Steynsrus and Bethlehem and</p>

Infrastructure	Reitz / Petsana	Petrus Steyn / Mamafubedu	Arlington / Leratswana	Lindley / Ntha
	<p>southwest and with Frankfort to the northeast.</p> <p>The provincial road R57 links Reitz with Petrus Steyn to the north and Kestell to the south.</p> <p>Reitz is linked to Vrede with the secondary road S/589 and Warden with S/74.</p>	and to Edenville with the secondary road S/66.	must receive careful future planning.	the S/192 links Lindley with Reitz.
Rail	The Reitz-Petsana station services the main railway line linking Gauteng and the Eastern Free State, used predominantly for the transportation of goods, especially agricultural goods. The station is situated next to the industrial area.	The railway station is accessible from both Petrus Steyn and Mamafubedu and has access to the industrial area. It is situated on the line linking Heilbron and Lindley. The line is mainly used for goods transportation, especially to and from the grain silos. The railway station buildings are worn down and vandalized.	The railway line, that links Bethlehem and Steynsrus, runs through Arlington and was responsible for the establishment of Arlington and still poses economic developmental potential.	<p>The railway line between Arlington and Petrus Steyn runs just south of Lindley.</p> <p>The station is dormant, but should be re-opened and upgraded to promote economic development.</p>
Air	There is no airport, but there is an airstrip north of the Reitz-Petsana urban area. It is principally used by crop-sprayers. The runway is not tarred.	There are no airfields or landing strips.	There are no airfields or landing strips.	There is an informal landing strip.
Public Transport	People from Petsana that works in Reitz walk there, due to the close proximity. Alternatively, there is taxi's servicing Petsana.	Taxis provide the predominant public transportation to especially the people of Mamafubedu.	Taxis provide the predominant public transportation. The taxi rank needs proper development and upgrading.	There is a need for a proper taxi rank.

(Source: Nketoana SDF, 2010,11)

Figure / Table 3.47: Organogram



Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Roads & Stormwater	To ensure that identified internal roads in the Nketoana municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development	Repair and paving of roads according to the targets and projects indicated in the 5-year IDP	Planning reference (framework) for roads and stormwater inadequate	0,7km paved road in Mamafubedu finished (3km planned); 1km of a planned 3km paved road in Ntha finished	Finalization of shortfalls on 2012/13 plans 9to be finalized in May and Sept 2013 respectively). Ntha and Mamafubedu roads	High cost of road maintenance and upgrading

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
		of the municipality; considering the capacity limitations facing the Municipality				projects: 18kms upgraded and repaired	
		To ensure that all roads are surfaced with tar, paving or gravel and maintained it to keep it in a good condition	Develop and implement a road management plan. Source funding for the development of roads.		Roads and Stormwater Masterplan developed	Review of the Roads and Stormwater Masterplan	

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Technical Services

Vote: Road Transport; No Split Total

IDP Objective: To ensure that all roads are surfaced with tar, paving or gravel and maintained it to keep it in a good condition
 Strategy: (1) Develop and implement a road management plan, (2) Source funding for the development of roads.

IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Municipal Roads and Stormwater	To ensure that identified internal roads in the Nketoana	Repair and paving of roads according to the targets and projects	Road and storm water master plan	1	1	1				Plan developed			1	1	Targets have been achieved	1 Plan reviewed

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	indicated in the 5-year IDP														
	Improve 3kms of road to paved in Nketoana	Complete the 3km paved road in Mamafubedu	Km paved road	New	3km	0,7km							3km	0,7km	The project started very late, but it is envisaged that the target will be reached by August 2013	Ntha and Mamfubedu Road projects: 18kms upgraded and repaired
		Complete the 3km paved road in Ntha	Km paved road	New	3km	1km							3km	1km	The project started very late (in May 2013). It is envisaged to be finished by September 2013.	

Component C: Planning and Development

3.7 Planning and Local Economic Development

Agriculture is the main economic activity in the municipality. Others of importance are private households, wholesale, retail and community and social services. If these statistics are analyzed, it is clear that, additional to agriculture, the only meaningful job opportunities in the area are provided by private households (for domestic workers) and by the shops and other businesses in the main towns. The ability of the Nketoana Municipality to create additional employment opportunities is also limited.

The investment of the VKB Chicken project is one of the major developments in the municipality. The abattoir is situated in Reitz and it is planned to create a 1 000 new sustainable jobs for local people. Several farmers are producing broiler chicks on contract for the abattoir. The possibility is now investigated to get a contract for broiler chickens as a community project in Petsana. The municipality has available land for such a project. The promotion of agri-processing plants and other value adding industries should be encouraged in order to diversify the economy of the area. IN Reitz are several small to medium industries, all of which is aimed at satisfying local market needs.

Currently there are no facilities available for the development and training of skills. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

Tourism is the one economic action that has very high potential. In all units of Nketoana there are several guest houses, lodges and guest farms. Each of these facilities has its own attractions and when properly marketed, it can promote tourism in Nketoana.

The population of the area is very poor. The registration of indigent community members is annually a project driven by the CFO and his department. This is an effort to ensure that the poorest of the poor enjoy the benefit of free basic services as promised by the government.

An alarmingly high percentage of the Nketoana population reflects no income, implying extremely high poverty levels. Statistics indicate that at least 68 % of the population is poor.

The municipality has developed a LED Strategy and a draft document is now available. It has to be taken for public consultation and approval by Council. The aim of the document is to aggressively develop SMME and empower entrepreneurs to run sustainable businesses and thus create an income for themselves.

There is always the pitfall to guard against that the community expect the municipality to create jobs, whereas the municipality can only ensure jobs by creating a conducive environment for local economic development.

Figure / Table 3.48: Annual Household Income

Ward	No income	R 1 - R 4800 - R 9601 - R 19 600	R 19 601 - R 38 200 - R 76 400	R 76 401 - R 153 800 - R 307 600	R 307 601 - R 614 400 - R 1 228 801 - R 2 457 600	Ward	No income	R 1 - R 4800 - R 9601 - R 19 600	R 19 601 - R 38 200 - R 76 400	R 76 401 - R 153 800 - R 307 600	R 307 601 - R 614 400 - R 1 228 801 - R 2 457 600
Ward 1	34	806	824	218	45	Ward 1	1.76%	41.83%	42.76%	11.31%	2.34%
Ward 2	98	821	816	117	17	Ward 2	5.24%	43.93%	43.66%	6.26%	0.91%
Ward 3	304	937	755	155	22	Ward 3	13.99%	43.12%	34.74%	7.13%	1.01%
Ward 4	201	660	601	239	63	Ward 4	11.39%	37.41%	34.07%	13.55%	3.57%
Ward 5	174	735	679	139	26	Ward 5	9.93%	41.93%	38.73%	7.93%	1.48%
Ward 6	73	557	785	323	131	Ward 6	3.91%	29.80%	42.00%	17.28%	7.01%
Ward 7	114	751	728	395	126	Ward 7	5.39%	35.53%	34.44%	18.68%	5.96%
Ward 8	103	656	618	133	12	Ward 8	6.77%	43.10%	40.60%	8.74%	0.79%
Ward 9	148	1,155	909	104	9	Ward 9	6.37%	49.68%	39.10%	4.47%	0.39%
Ward 10	118	1,122	803	101	8	Ward 10	6.31%	48.88%	38.10%	4.11%	0.38%
Ward 11	101	828	618	133	15	Ward 11	6.11%	43.10%	40.60%	8.11%	0.18%
Ward 12	131	1,155	909	104	158	Ward 12	6.31%	48.88%	38.10%	4.11%	0.38%

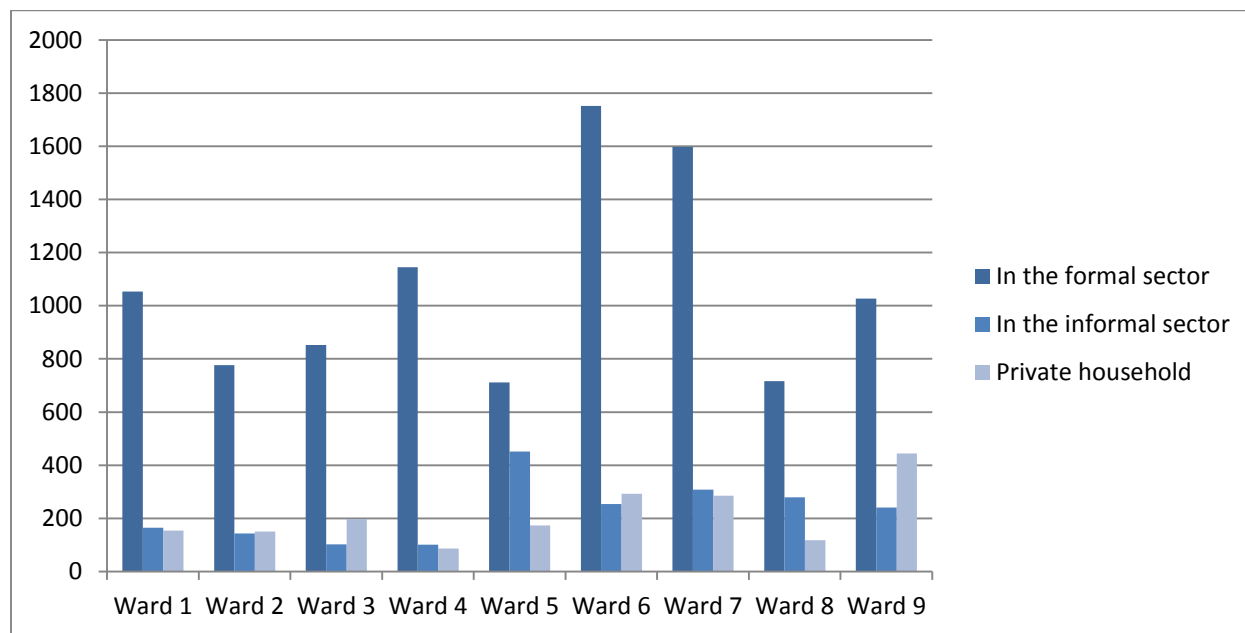
(Source: Stats SA, 2011)

Figure / Table 3.49: Sector Type of Economic Activity

Ward	In the formal sector	In the informal sector	Private household	Do not know	Not applicable	Ward	In the formal sector	In the informal sector	Private household	Do not know	Not applicable
Ward 1	1,053	165	154	46	5,367	Ward 1	15.52%	2.43%	2.27%	0.68%	79.10%
Ward 2	777	143	150	6	6,429	Ward 2	10.35%	1.91%	2.00%	0.08%	85.66%
Ward 3	852	102	197	7	6,767	Ward 3	10.75%	1.29%	2.49%	0.09%	85.39%
Ward 4	1,145	101	87	7	4,527	Ward 4	19.52%	1.72%	1.48%	0.12%	77.16%
Ward 5	712	451	173	5	4,701	Ward 5	11.78%	7.46%	2.86%	0.08%	77.81%
Ward 6	1,752	254	292	24	4,191	Ward 6	26.90%	3.90%	4.48%	0.37%	64.35%
Ward 7	1,597	308	285	16	4,247	Ward 7	24.75%	4.77%	4.42%	0.25%	65.81%
Ward 8	716	279	118	2	4,018	Ward 8	13.95%	5.44%	2.30%	0.04%	78.28%
Ward 9	1,027	241	444	67	6,323	Ward 9	12.68%	2.97%	5.48%	0.83%	78.04%
Ward 10	1,051	341	111	21	6,353	Ward 10	15.88%	5.81%	2.48%	0.83%	78.01%
Ward 11	118	518	118	5	1,018	Ward 11	13.88%	2.11%	5.30%	0.04%	78.58%
Ward 12	1,281	308	582	18	1,341	Ward 12	19.18%	1.11%	1.45%	0.32%	78.81%

(Source: Stats SA, 2011)

Figure / Table 3.50: Economic sectors per ward



	In the formal sector	In the informal sector	Private household
FS193: Nketoana	9630	2045	1900
Ward 1	1053	165	154
Ward 2	777	143	150
Ward 3	852	102	197
Ward 4	1145	101	87
Ward 5	712	451	173
Ward 6	1752	254	292
Ward 7	1597	308	285
Ward 8	716	279	118
Ward 9	1027	241	444

(Source: Stats SA, Census 2011)

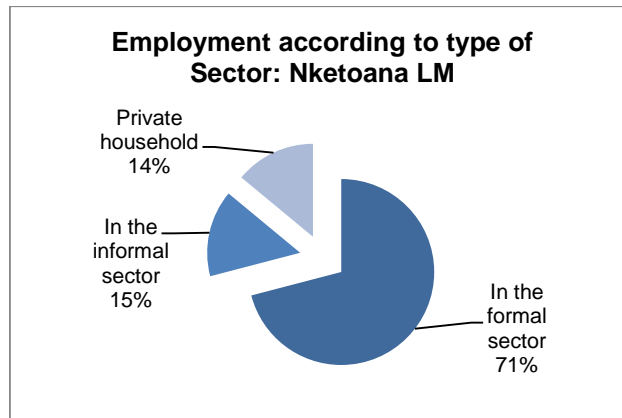
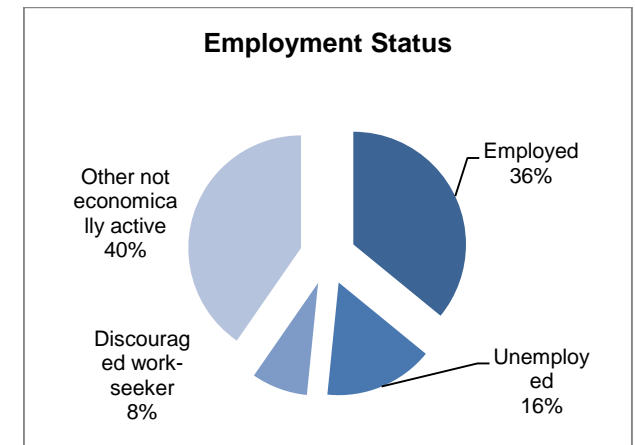
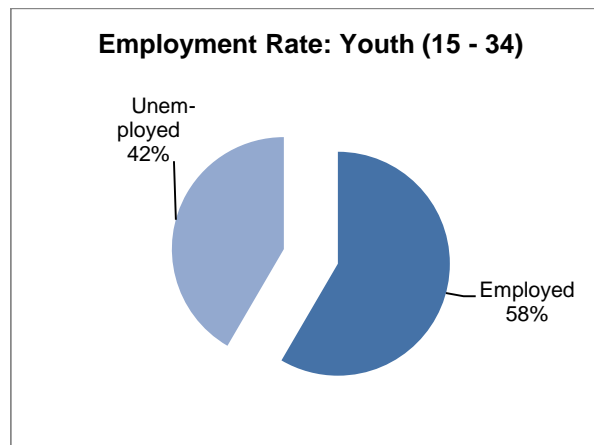
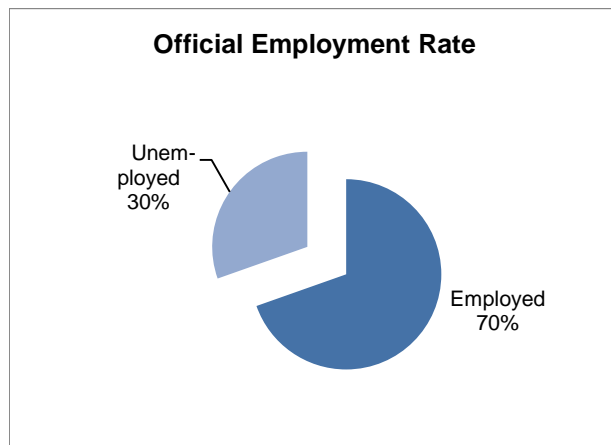
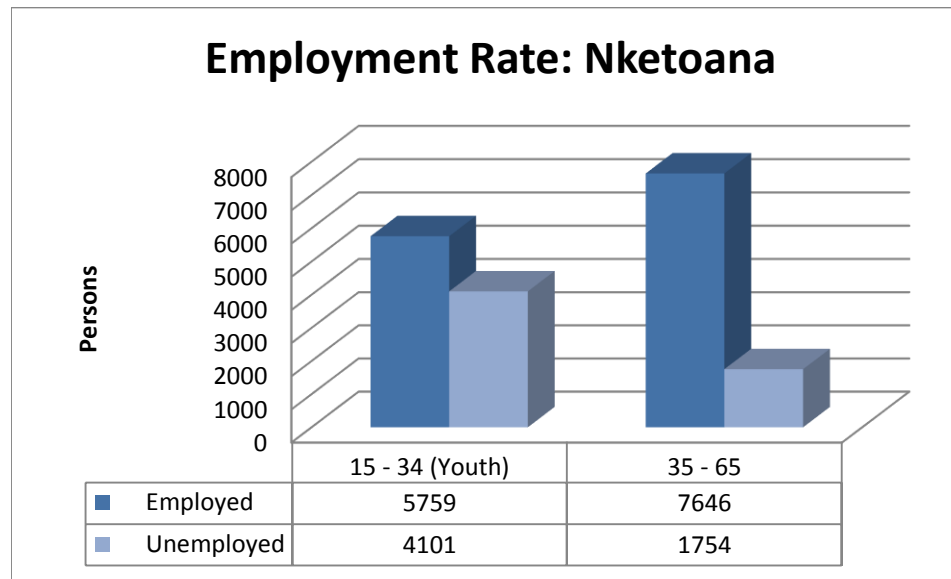
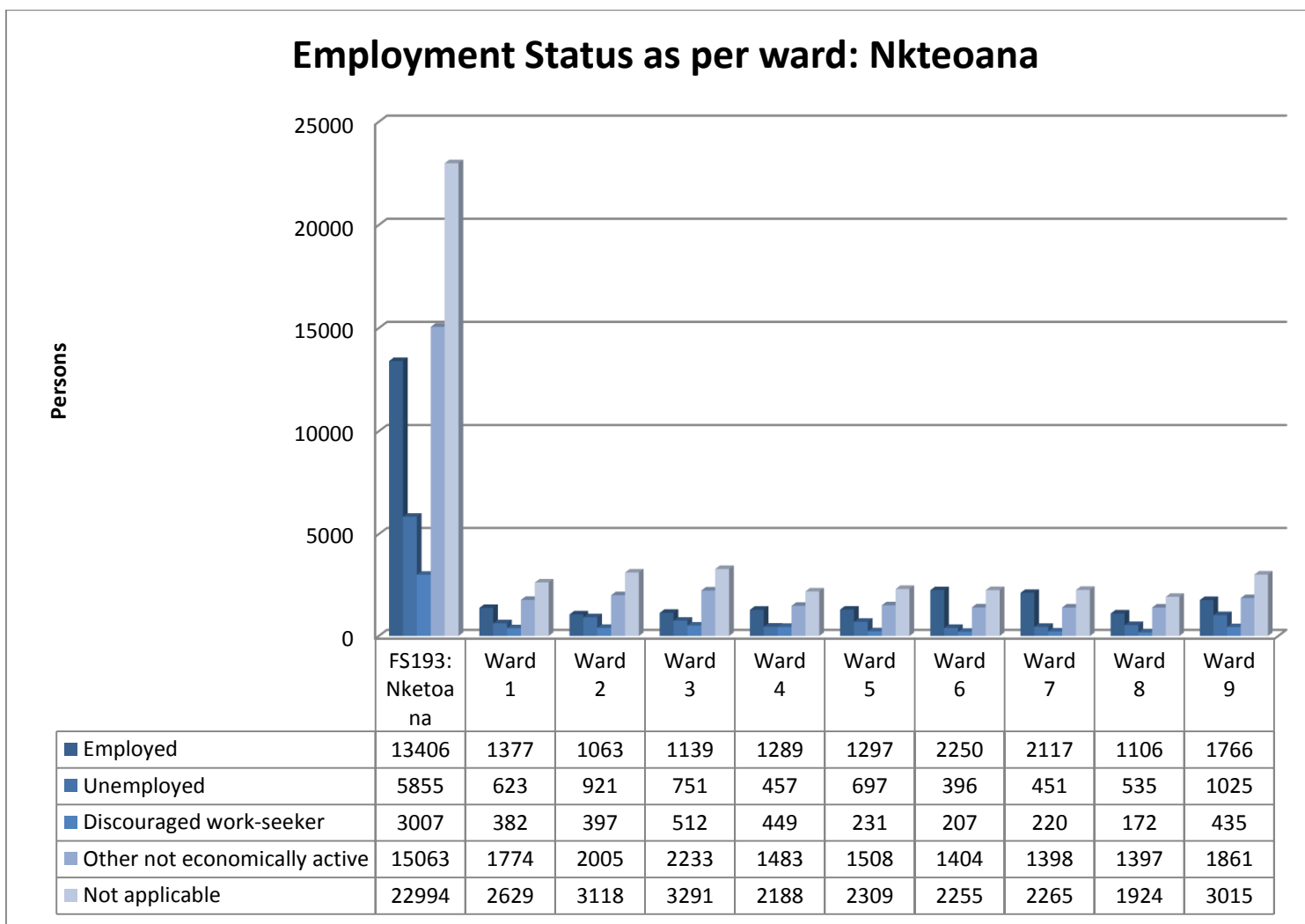


Figure / Table 3.51: Labour and Educational Profile: 2011 Census



(Source: StatsSA, Municipal Fact Sheet, Census, 2011)

Figure / Table 3.52: Employment profile per ward (StatsSA, Census, 2011)



(Source: StatsSA, Census, 2011)

Figure / Table 3.53: Employment Rate versus Qualifications Grade 12 and higher (StatsSA, Census, 2011)

	Employed			Unemployed	
	15 - 34 (Youth)	35 - 65		15 - 34 (Youth)	35 - 65
Grade 12 / Std 10 / Form 5	1660	1382		1232	279
NTC I / N1/ NIC/ V Level 2	14	19		6	2
NTC II / N2/ NIC/ V Level 3	9	22		4	-
NTC III /N3/ NIC/ V Level 4	12	24		9	2
N4 / NTC 4	17	12		7	-
N5 /NTC 5	21	13		14	1
N6 / NTC 6	24	32		18	4
Certificate with Grade 12 / Std 10	57	74		19	9
Diploma with Grade 12 / Std 10	107	279		28	9
Higher Diploma	83	303		15	6
Post Higher Diploma Masters; Doctoral Diploma	10	43		2	1
Bachelors Degree	77	162		8	-
Bachelors Degree and Post graduate Diploma	23	78		1	3
Honours degree	31	88		-	-
Higher Degree Masters / PhD	6	45		-	2

(Source: StatsSA, Census, 2011)

Figure / Table 3.54: Level of Education (StatsSA, Census, 2011)

	Gade 0 - Grade 7 / Std 5/ ABET 3	Grade 8 / Std 6 / Form 1 - N6 / NTC 6	Certificate with less than Grade 12 / Std 10 - Diploma with less than Grade 12 / Std 10	Certificate with Grade 12 / Std 10 - Post Higher Diploma Masters; Doctoral Diploma	Bachelors Degree - Bachelors Degree and Post graduate Diploma	Honours degree - Higher Degree Masters / PhD	Other - Not applicable
FS193: Nketoana	20994	24279	97	1338	440	222	12954
Ward 1	2253	2704	17	177	48	33	1553
Ward 2	2846	2869	2	91	15	12	1670
Ward 3	3063	2977	6	117	23	21	1719
Ward 4	1969	2377	5	152	57	26	1280
Ward 5	2219	2386	2	98	39	7	1290
Ward 6	2087	2387	30	283	120	62	1543
Ward 7	2105	2722	32	254	113	52	1174
Ward 8	1643	2386	1	115	9	2	978
Ward 9	2810	3472	1	51	16	6	1746

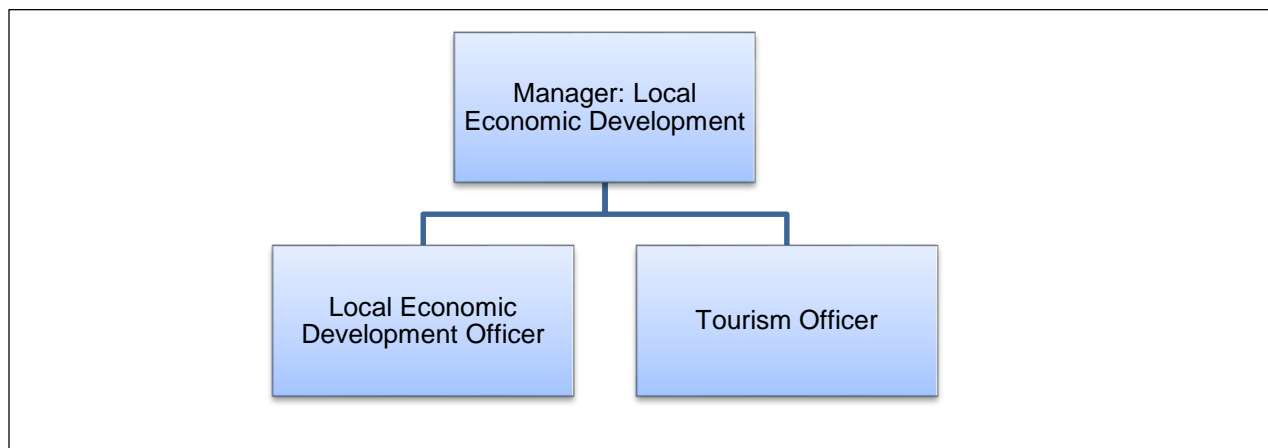
(Source: StatsSA, Census, 2011)

Figure / Table 3.55: Income distribution (Individual Monthly Income)

	No income	R 1 - R 400 - R 1 601 - R 3 200	R 3 201 - R 6 400 - R 12 801 - R 25 600	R 25 601 - R 51 200 - R 102 401 - R 204 800	R 204 801 or more
FS193: Nketoana	19325	35187	3493	337	26
Ward 1	1328	4666	403	39	3
Ward 2	2004	5246	184	8	1
Ward 3	3118	4315	262	19	-
Ward 4	2192	2885	467	45	2
Ward 5	2122	3381	258	20	3
Ward 6	1847	3387	715	103	8
Ward 7	2069	3344	752	88	6
Ward 8	1766	3095	237	10	1
Ward 9	2880	4867	216	7	1

(Source: StatsSA, Census 2011)

Figure / Table 3.56: Organogram



Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Local Economic Development	Local and Rural Economic Development	To create employment opportunities in the Nketoana municipal area; resulting from programmes and projects of this IDP	<ul style="list-style-type: none"> 700 employment opportunities created through targeted IDP projects 200 employment opportunities created through EPWP initiatives 	--	Targets achieved: <ul style="list-style-type: none"> 700 employment opportunities created through targeted IDP projects 200 employment opportunities created through EPWP initiatives 	<ul style="list-style-type: none"> 800 employment opportunities created through targeted IDP projects 200 employment opportunities created through EPWP initiatives 	
			<ul style="list-style-type: none"> Reduce unemployment by 7.5% To strive for an economic growth rate of 3% per annum To reduce the number of households living in poverty by 5% per annum 	--	--	--	These outcomes represents the ideal outcome indicators, but the municipality does not have the measurement systems and methodologies in place to measure performance in terms thereof. A decision has therefore been taken to amend it to output-targets with impact implications for the remainder of the IDP cycle

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Department: Community Services.

Vote: Planning & Development

IDP Objective: Reduce unemployment by 7.5%

Strategy: (1) Identify and develop skills within the community. (2) Develop community driven cooperatives

IDP Objective: To strive for an economic growth rate of 3% per annum

Strategy: (1) Create a conducive environment for businesses; (2) Identify and develop economic development landmarks, (3) Develop Reitz as an economic development hub for manufacturing (Industrial zones)

IDP Objective: To reduce the number of households living in poverty by 5% per annum

Strategy: (1) Create and develop groups for handcraft, needlework and art; (2) Ensure access and registration of people living in poverty for indigent benefits

Key Performance Area	IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YH+1 (2013/14)
		Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
								Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Local Economic Development (LED)	Local and Rural Economic Development	To create employment opportunities in the Nketoana municipal area; resulting from programmes and	700 employment opportunities created through targeted IDP projects	Number of employment opportunities	Not available	700	700							700	700		800

NKETOANA LOCAL MUNICIPALITY
INVESTMENT OPPORTUNITIES/POSSIBLE JOBS/IDEAS

THE FOLLOWING INDUSTRIAL SITES ARE AVAILABLE FOR BUSINESS TO INTERESTED INVESTORS IN 1972

SITE/ERS	5/1 MTRC	SITE/ERS	5/1 MTRC
828 AMBERGOSI LAM	3 78	853 AMBERGOSI	8 65
1042 AMBERGOSI	5 58	1054 AMBERGOSI	5 78
1043 AMBERGOSI	6 043	1044 AMBERGOSI	2 433
1044 AMBERGOSI	25 545	1052 AMBERGOSI	2 433

CONTACT : MANAGER CORP. SERVICE TEL. 650 030 031 REITZ



Environmental Issues

The Municipality is in the final phase of finalizing the Environmental Management Plan. However, there is an understanding by management of the importance to promote a healthy environment. In this regard, the inter-dependence between environmental management planning and environmental impact studies in the case of technical and other projects that may potentially harm the environment, or scarce environmental resources (such as water) is especially important.

Figure / Table 3.57: Implications of issues related to environmental management

<i>Relation to the Status Quo Analysis</i>	The Municipality is aware of the potential impact of its intended projects and activities on the environment, and the Environmental Management Plan that is currently being finalized, contains a comprehensive analysis of the specifics of the current realities and situation.
<i>Contribution to objectives</i>	It is especially objectives and projects that imply a direct interaction with the environment where a large degree of sensitivity regarding environmental issues are present. In this regard, special mention could be made of water-related projects and initiatives, waste water management, roads, storm water, refuse removal, electricity, sport, recreation, traffic and firefighting. Refer to paragraph 3.7 in this IDP.
<i>Relationship with Programmes and Projects</i>	

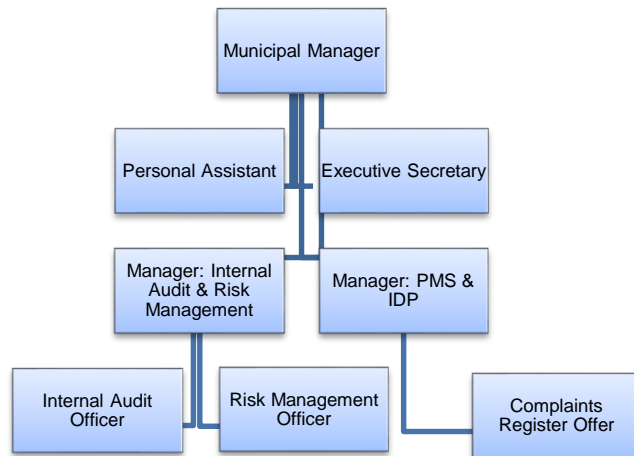
The Nketoana Municipality offers its communities, potential investors and other stakeholders several dynamic opportunities. The municipality is situated close to the important N3 main road between two of the country's primary economic centers, namely those of Durban / Pietermaritzburg and the Gauteng economic hinterland, Johannesburg / Tshwane. The Council's development focus is especially on the following opportunities:

Development Opportunity	Focus Initiatives
<i>Economic growth</i>	<ul style="list-style-type: none"> • Tourism is the main focus area for expanded economic growth. • Creation of a conducive environment for local economic development and job creation is a central theme in the Municipality's local economic development initiatives.

Development Opportunity	Focus Initiatives
	<ul style="list-style-type: none"> • The Council supports national government's focus on SMME and BBBEE development. There is also an understanding of the importance of promoting local industries, but due to the rural nature of the area, it is not always possible to obtain the required skills and resources required by the Municipality from local sources.
Improved Service Delivery	<ul style="list-style-type: none"> • It is the Municipality's primary role to ensure basic services to its citizens in an equal and balanced manner. These include services such as water, sanitation, refuse removal, waste disposal and the maintenance of roads, streets and pavements. • The maintenance of infrastructure and replacement of ageing infrastructure is a high priority for the Council. Lack of resources severely limits Council's capacity to achieve this.
Good Governance	<ul style="list-style-type: none"> • The Council continuously strives improve the efficiency of its political and administrative systems, structures and processes. • It is a high priority for Council to involve its citizens in decisions affecting them. • Improved financial viability and consistent efforts to improve the efficiency of the municipality's administration and management systems and processes are high priorities.
Integrated Human Settlements	<ul style="list-style-type: none"> • The Municipality has managed to increase access to housing, but the backlog stays a challenge. • The Municipality currently prioritizes the review of its Spatial Development Framework and the design of an appropriate land use management system.
Social and Community Development	<ul style="list-style-type: none"> • It is important for the Council to ensure good quality and well-maintained sport facilities, parks and community halls for its communities.

Figure / Table 3.58: Organogram

Office of the Municipal Manager



KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Department – Office of the Municipal Manager

Vote: Executive and Admin

IDP Objective: To ensure good governance in the Nketoana Local Municipality

Strategy: An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports; Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+ 1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Targ et	Actual	Target	Actual	Target	Actual	Target	Actual		
Executive and Admin	To ensure Performance Management and Reporting	Completion of 2010/11 Annual reports	1	1 (by end of January20 13)	1	1					1	1				1
		Oversight Report compiled and submitted	1 (by end of March 2013)	1 (by end of March 2013)	1	1					1	1				1
		Compile SDBIP 2011-20012	1 (by end of May 2013)	1 (by end of May 2013)	1	1							1	1		1
		Performance Agreements Municipal Manager and Section 57 Managers	Number of Performance Agreements	5	5	5							5	5		5

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+ 1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Targ et	Actual	Target	Actual	Target	Actual	Target	Actual		
		Performance Appraisals Quarterly	Numbers of performance appraisals per quarter	New (Conduct performance appraisals)	5	5	5		5	5	5		5	5	Quarterly reports were done, but not submitted to Council. Signed by MM.	4
		Number of management Performance Reports submitted to council	Quarterly Performance reports to Council	4	2	2	1		1	1	1		1	1		4
Executive and Admin	Ensure the development of a credible Integrated Development Plan	Approval of an MSA compliant IDP by Council (Annual Review) – March	IDP approved by Council	1	1	1							1	1		1
	Compliance to targets set for the administration	Monthly report	Monthly report	12	12	12	3	3	3	3	3	3	3	3	S79 reports are used to determine compliance with internal work schedules. Monthly monitoring reports.	Reportin g to S 79 meetings
	Monthly Departmental reports	Monthly departmental reports	48 Monthly departmental reports	48	48	48	12	12	12	12	12	12	12	12	Monthly Departmental reports submitted to MM and then Council (S 79 reports)	
	Table and implement risk	Table and implement	Number of risk management	0	1	0	1	0								

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+ 1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Targ et	Actual	Target	Actual	Target	Actual	Target	Actual		
	management strategy	risk management strategy	strategies implemented													e, 4 meetings
	Appoint a risk Management officer	Appoint a risk Management officer	Number of Risk Managers implemented	0	1	1		1					1		Intern that has worked in the position has been absorbed into the staff establishment	Not in SDBIP
	Appoint an internal audit officer	Appoint an internal audit officer	Number of appointments	1	1	1		1					1		Intern that has worked in the position has been absorbed into the staff establishment.	Not in SDBIP
	Establish effective committees	Establish effective committees: Audit Committee Risk Committee Oversight Committee	Number of committees	3	4-Audit committee Risk committee meetings-4 Oversight Committee-1	4-Audit committee Risk committee meetings-0 Oversight Committee-1	Audit committee-1 Risk committee meetings-1 Oversight Committee-1	Risk committee meetings-1 Oversight Committee-1	Audit committee-1 Risk committee meetings-1	1 session of Audit committee Risk committee meetings-0	Audit committee-1 Risk committee meetings-1	2 sessions of Audit Committee Risk committee meetings-0	Audit committee-1 Risk committee meetings-1	1 sessions of Audit Committee Risk committee meetings-0	Initially a shared service with the district. In second half of year, municipality appointed an own committee	4-Audit committee Risk committee meetings-4 Oversight Committee-1
Executive and Admin	Number of Audit Committee meetings	Number of Audit Committee meetings	Number of committees	4	4	4	1	1	1	1	1	1	1	1		4

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+ 1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Targ et	Actual	Target	Actual	Target	Actual	Target	Actual		
	Implement Internal Audit Operational Plan	Implement Internal Audit Operational Plan	Regularity	Ongoing	Ongoing	Ongoing	Ongo ing	Ongoi ng	Ongoing	Ongoi ng	Ongoing	Ongoi ng	Ongoing	Ongoi ng		Review of the Internal Audit Plan
Executive and Administration	Ensure effective Planning and Project management Public Participation s	Number of IDP Rep meetings	Number of IDP Rep meetings	4	4 Meetings to be held in September 2012, December 2012, March 2013, June 2013	4	1	4	1	4	1	4	1	4		
		Number of Budget Consultation meetings	Number of Budget Consultation meetings	4	4	4	1	1	1	1	1	1	1	1		
		Number of Public Consultation sessions	Number of Public Consultation sessions	6	4 Meetings to be held in August 2012, November 2012, February 2013, May 2013	4	1	1	1	1	1	1	1	1		4
Environment Management	Effective Environment Management	Review the environmental Management plan	Reviewed environmental Management plan	New	1	1	1	1								1

IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+ 1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Targ et	Actual	Target	Actual	Target	Actual	Target	Actual		
Executive and Administration	To ensure good governance in the Nketoana local municipality	Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration	Monthly report	12	12	12	3	3	3	3	3	3	3	3	The speaker compile a schedule of dates for ward committee meetings. Only some wards produce reports. The municipality intend to make available additional admin support to the political office in an attempt to improve the situation	1 per month in all wards
Executive and Administration	Ensure adoption of by-laws and policies to ensure effective governance and management	By-laws and policies to enable the effective governance of the municipality	By-laws in terms of Impounding of animals, Informal settlements, Cemeteries and crematoria, Street Trading and Debt collection		By-laws developed in terms of Impounding of animals, Informal settlements, Cemeteries and crematoria, Street Trading and Debt collection	Target achieved							5	5	By-laws developed in terms of Impounding of animals, Informal settlements, Cemeteries and crematoria, Street Trading and Debt collection	5 by-laws



Component D: Community & Social Services

3.8 Community and Social Services

Cemeteries

There is sufficient cemetery space in Reitz, but Petsana has a newly established cemetery. There are four cemeteries that are fully utilized and closed. Due to high death rate, future cemetery areas need to be identified as a matter of urgency.

In Petrus Steyn and Mamfubedu there is adequate cemetery space and cemeteries are in a good condition. There is 1 in each settlement that needs to be maintained, fenced and upgraded and another east of the town. There are 2 cemeteries that were fully utilized and have been closed.

In Arlington and Leratswana existing cemeteries are inadequate and a new one has been planned for the Huguenot Farm. Ablution facilities have to be constructed at the existing cemeteries. There are 2 cemeteries that are fully utilized and closed.

The Lindley cemetery is almost fully utilized. A new site has to be identified or the Ntha cemetery needs to be expanded. There are 3 cemeteries that are fully utilized and closed. The Ntha cemetery is adequate over the short term, but has to be properly maintained and upgraded. The community has also requested ablution facilities at the existing cemeteries.

3.8 Social and Community Profile

Figure / Table 3.59: Social and Community Infrastructure

Nature	Reitz / Petsana	Petrus Steyn / Mamafubedu	Arlington / Leratswana	Lindley / Ntha
Education	<p>Reitz-Petsana has 4 primary schools, 2 secondary schools, 1 combined school and a Christian Academy.</p> <p>In Reitz there is a satellite District Office of the Department of Education.</p> <p>There is also 1 boarding school and some crèches.</p>	<p>Petrus Steyn has 1 primary school (400 learners), 1 secondary school (1117 learners) and 2 crèches.</p> <p>Mamafubedu has 2 primary schools (1 085 and 1 371 learners), 1 secondary school (1 024 learners) and 4 crèches.</p>	<p>There is 1 primary school and 1 secondary school in Leratswana, as well as 2 crèches.</p>	<p>In Lindley and Ntha there are primary and secondary schools, as well as several crèches and day care facilities.</p>
Health Services	<p>Reitz-Petsana boasts a fully equipped provincial hospital with 2 wards and 65 beds. It operates 24 hours a day.</p> <p>There is a municipal clinic in Petsana, a community clinic in Reitz, trauma centre and a step-down facility.</p>	<p>Petrus Steyn has 1 clinic and a mobile clinic services the rural areas.</p> <p>Health facilities in Reitz and Bethlehem are used for more advanced medical treatment and emergencies. All units render home-based services, with volunteers trained by the Provincial Department of Health.</p>	<p>There is 1 clinic in Leratswana.</p> <p>Health facilities in Reitz and Bethlehem are used for more advanced medical treatment and emergencies.</p>	<p>There is a clinic in Lindley, but it is not satisfactory to the community, due to a lack of nursing staff and doctors. Furthermore, "Bato Pele Principles" are not practiced by staff.</p>
Welfare Services	<p>The following social welfare services are available, under guidance of the Department of Social Welfare:</p> <ul style="list-style-type: none"> Social workers from Kinderlike Maatskaplike Dienste (KMD). 	<p>Welfare organisations are available in Petrus Steyn and Mamafubedu. Welfare services are rendered by Kinderlike Maatskaplike Dienste (KMD). Social workers from the provincial department, from the Bethlehem</p>	<p>Welfare services are rendered by Kinderlike Maatskaplike Dienste (KMD). Social workers from the provincial department, from the Bethlehem office, render service once a week.</p>	<p>Welfare services are rendered by Kinderlike Maatskaplike Dienste (KMD). Social workers from the provincial department, from the Bethlehem office, render service once a week.</p>

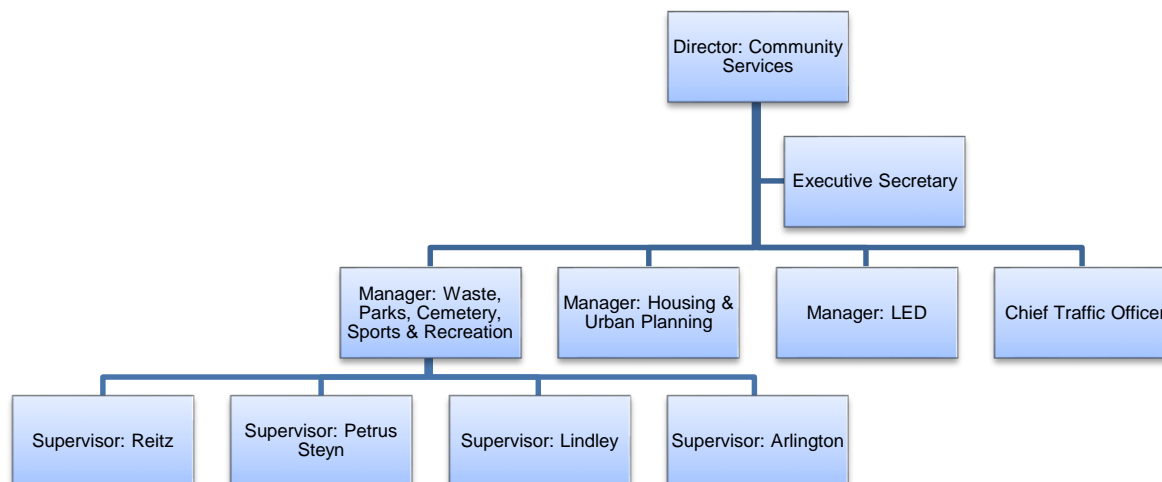
Nature	Reitz / Petsana	Petrus Steyn / Mamafubedu	Arlington / Leratswana	Lindley / Ntha
		office, render service once a week.		There is 1 old age home.
Social Services	<ul style="list-style-type: none"> • Social workers from the Department of Social Welfare that provide weekly or bi-weekly visits, • Two development workers - stationed in Bethlehem. • Pension applications done every Tuesday. • Service centre for the aged. • Four registered crèches in Petsana. • Five job creation projects. • Two old age homes namely Sisters of St Paul and Huis Sorgvry. • A number of home-based care groups. • Women's groups. • Various facilities and projects. 	There are 2 old age homes and a Centre for disabled people.		
Churches	Numerous churches represent the denominational spectrum are available	Numerous churches represent the denominational spectrum are available.	All denominations are represented.	There are several churches of all denominations.
Government	Government and semi-government functions located in Reitz-Petsana are Magistrate's Office, South African Police Service, Provincial Traffic, Public Works and Roads, Agriculture, and the Regional Education Department.	<p>Government functions located in Petrus Steyn is Magistrate's Office, and the South African Police Service.</p> <p>The Municipal offices are located in Petrus Steyn.</p>		

Nature	Reitz / Petsana	Petrus Steyn / Mamafubedu	Arlington / Leratswana	Lindley / Ntha
Sports, Recreation, Conservation and Tourism	<p>The Piet Geyer Sport Park is situated in Reitz and the Petsana Sports Grounds in Petsana. These grounds provide various sport facilities, like soccer, rugby, tennis, netball, volley ball, basketball, cricket, athletics and swimming. The Petsana Sports Grounds needs to be upgraded.</p> <p>A 9-hole golf course is next to the Vrede Road outside Reitz.</p> <p>Recreation services are provided in the form of a caravan park, various parks and open spaces and also the "Bietjie-Water" holiday resort on the Warden Road, 8 km from Reitz.</p> <p>Tourist attractions are flower farms, bird farms, 2 lion farms and various national monuments. Tourist events are the Bieliemielie (maize) festival in summer, the annual motorbike festival and VKB rugby week. There are 3 guesthouses, 1 hotel, 1 guest lodge and 1 caravan park and 1 holiday resort. There is a game park within Reitz, with black wildebeest, zebras, ostriches, and so forth. There are also annual stud auctions.</p>	<p>There is a privately owned sports grounds northeast of Petrus Steyn. In Petrus Steyn soccer, rugby, golf, horse riding, bowls, tennis, netball, basketball, squash, athletics, badminton and jukskei are on offer. In Mamafubedu soccer, volleyball, karate, boxing, Softball, table tennis and pool are practiced, regardless of the lack of formal facilities.</p> <p>Various festivals are held annually, like the Sunflower Festival. There is a hotel, numerous guesthouses, 3 game farms and the renowned Kruispad missionary church available to tourists. There are also flower, nut and bird farms and the annual stud auctions that attract visitors to the area.</p>	<p>Arlington has 1 sport facility.</p> <p>Leratswana only has a soccer field, in poor condition.</p> <p>Arlington hosts the Agri-Tourist Route at Wisp-Will Game Lodge and has many other game farms as tourist attractions, especially for hunting.</p> <p>There are walking trails and annual stud auctions.</p>	<p>Lindley has a functional multi-purpose sport facility close to the Vals River, north of the town.</p> <p>Ntha has an allocated sport site, but it is not developed. There are also various undeveloped parks.</p> <p>The Vals River runs next to Lindley-Ntha and subsequently various riverside, as well as wetland areas, exist in the area that are of ecological sensitivity and requires proper conservation management.</p> <p>Lindley is the birthplace of Dr Danie Craven. It also has an annual festival called Kuierfees. It has 1 holiday resort, 3 B&Bs and 1 guest farm. There is also the Yeomanny Koppies and graves, famous due to its Anglo-Boer War heritage. The Piekniekdraai resort has great potential and should be developed. In Ntha is a historic Dutch Reformed Church.</p>
Emergency Services	An ambulance service assists Reitz, its district and Petrus Steyn. The local call centre is at	Qualified paramedical personnel, in conjunction with an ambulance service from Reitz are utilised.	Ambulances from Senekal are dispatched from the Bloemfontein call centre.	Lindley has an ambulance station, with the call centre in

Nature	Reitz / Petsana	Petrus Steyn / Mamafubedu	Arlington / Leratswana	Lindley / Ntha
	<p>Reitz, but it is slow and inadequate.</p> <p>The municipality has a fire brigade service, linked to the traffic department and ambulance service; it services the entire Nketoana.</p>	<p>The call centre was moved to Bloemfontein, but sometimes there are no answer and long waiting periods for the ambulance.</p> <p>The road conditions in Mamafubedu hamper emergency service delivery.</p> <p>The municipality has a fire brigade service and focus on the municipal area within a 5 km radius. Outside this radius, farmers receive fire hydrants and similar equipment.</p>	<p>Firefighting services are rendered from Reitz.</p>	<p>Bloemfontein that is not functioning well.</p> <p>There is a bakkie with a fire fighter.</p>
Safety & Security	<p>The SAPS has a Community Service Centre in Reitz and Community Policing Forum.</p>	<p>The SAPS has a local police station in Petrus Steyn and a community policing structure as support.</p>	<p>The SAPS has a Community Service Centre in Arlington and Community Policing Forum.</p>	<p>The SAPS has a Community Service Centre in Lindley and Community Policing Forum.</p>
Other community facilities	<p>Reitz-Petsana each has a community hall and libraries.</p>	<p>Petrus Steyn accommodates the post office and Telkom offices. There is a library in Petrus Steyn and another in Mamafubedu. Mamafubedu also has a community hall.</p>	<p>Arlington-Leratswana each has a conveniently located community hall.</p> <p>There is a post office in Arlington. The library is housed by the primary school.</p>	<p>Lindley and Ntha each have a community hall and libraries. There is a post office in Lindley. The town hall in Lindley is a historic sand stone building that needs upgrading.</p>

(Source: Nketoana SDF, 2010,2011)

Figure / Table 3.60: Organogram



Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Cemeteries & Parks	To ensure effective management of graveyards and cemeteries in the Nketoana municipal area (To have adequate and maintained cemeteries in all towns)	Adequate provision for, safe and well maintained graveyards and cemeteries Upgrading and maintenance of access roads to cemeteries (Strategies: Establish a new cemetery in Petrus Steyn; Ensure that all cemeteries are fenced)	6 Operating cemeteries 2 in Reitz, 1 in Arlingtong 2 Lindley 1 in Petrus Steyn	6 Operating cemeteries 2 in Reitz, 1 in Arlingtong 2 Lindley 1 in Petrus Steyn Feasibility study for new cemetery has been completed	Daily maintenance of all cemeteries (=8); purchasing of 2x TLBs	Labour resources and budget constraints are serious stumbling blocks for the municipality in its efforts to properly maintain and upgrade graveyard facilities

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Community Services

Vote: Community and Social Services; Cemeteries and Crematoriums

IDP Objective: To have adequate and maintained cemeteries in all towns

Strategy: (1) Establish a new cemetery in Petrus Steyn (2) Ensure that all cemeteries are fenced

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measure- ment	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Cemeteries and Parks	To ensure effective management of graveyards and cemeteries in the Nketoana municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries	Number of cemeteries maintained Access roads to cemeteries maintained and upgraded	6 Operating cemeteries 2 in Reitz, 1 in Arlingtong 2 Lindley 1 in Petrus Steyn	6 Operating cemeteries 2 in Reitz, 1 in Arlingtong 2 Lindley 1 in Petrus Steyn	18 (Achieved)	18	18	18	18	18	18	18	18	Maintenance is done on a regular basis. Week schedules and job cards serve to prove it. There was a communication gap between Finance and Community Services about the number of graves to be prepared for funerals. It resulted in the embarrassing event that there was not a prepared grave	Daily maintenance of all cemeteries (=8); purchasing of 2x TLBs

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measure- ment	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
														for a funeral. To solve this problem a new procedure was implemented. A form was developed that must be filled by the cashier and submitted to Community services. The supervisor is informed. This serves as notice of a grave to be prepared between Finance and Community Services		
				7 Old cemeteries 2 Reitz 2 Petrus Steyn 2 Lindley 1 Arlington	7 Old cemeteries 2 Reitz 2 Petrus Steyn 2 Lindley 1 Arlington		21	21	21	21	21	21	21	Targets have been achieved	Maintain 8 facilities daily	
	Expansion and provision of new cemeteries	Feasibility study and business plan	New	Feasibility study and business plan					Business Plan was compiled	1	The Feasibility Study was completed			The feasibility study, as well as the business plan were completed and a consultant appointed for the project	Not in SDBIP	

Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Sport & Recreational facilities	To ensure access to quality sport and recreational in the Nketoana municipal area (To develop, upgrade and maintain sports and recreational facilities and ensure access to all members of communities)	Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP	12 buildings were maintained on a regular basis monthly	Two projects have commenced, but are not yet finished: <ul style="list-style-type: none"> Feasibility study and business plan for Mamafubedu sports facility Upgrading of Mamafubedu Sports facility 	<i>Upgrading of Mamafubedu Sports Complex</i>	Regular maintenance is done. Job cards and monthly reports with pictures are prepared. Regular staff meetings resulted in better control.



Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Community Services

Vote: Sport and Recreation

IDP Objective: To develop, upgrade and maintain sports and recreational facilities and ensure access to all members of communities

Strategy: (1) Establish and ensure a functional Sports Councils. (2) Upgrading sports facilities and ensure security. (3) Develop parks in former disadvantaged areas

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Sport and Recreational facilities	To ensure access to quality sport and recreational in the Nketoana municipal area	Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP	Feasibility study and business plan for Mamafubedu sports facility	New	1	1					1	1			The feasibility study and business plan were completed. The contractor is on site and the project has started ahead of time	Upgrading of Mamafubedu Sports Complex
			Upgrading of Mamafubedu Sportsfacility		1	1							1	1	Project has started. 15% of MIG funds must be utilized for sport facilities. This project is part of the Municipality's commitment towards fulfilment of that requirements	1 (Project to continue)
Parks and open areas	Maintenance of Parks and open areas	Maintenance of gardens around municipal buildings	Maintenance of gardens around municipal buildings on a daily basis	12 buildings on Monthly basis	36 x 4=148	148	36	36	36	36	36	36	36	36	Regular maintenance is done. Job cards and monthly reports with pictures are prepared. Regular staff meetings resulted in better control.	Not in SDBIP

IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			according to jobcards													
		Greening of Nketoana – Planting of trees,vegetation, shrubs, perennials and annual plants	Planting of trees, vegetation, shrubs, perennials and annual plants		1000				1,000+	1000				Trees were planted sooner than initially projected, and more were planted than intended	1,000 trees	

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Community Services

Vote: Community and Social Services, Libraries and Archives

IDP Objective: To develop, upgrade and maintain sports and recreational facilities and ensure access to all members of communities

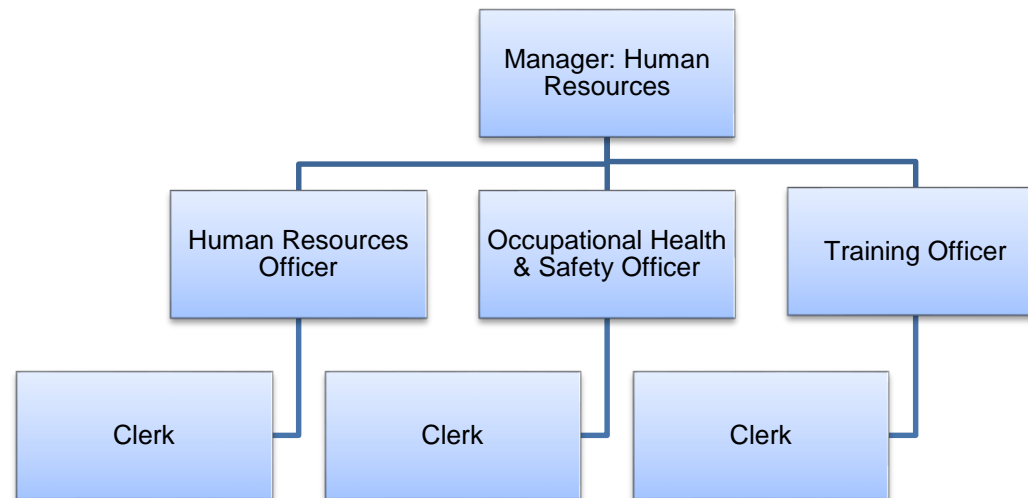
Strategy: (1) Establish and ensure a functional Sports Councils. (2) Upgrading sports facilities and ensure security. (3) Develop parks in former disadvantaged areas

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actuals	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Sport and Recreational facilities	To ensure access to quality sport and recreational in the Nketoana municipal area	Submit request for building of a library in Arlington	Request for building of a library in Arlington	New	1	1			1	1 request submitted					The process to build a new library in Arlington is in progress. Documentation to this effect must be submitted	Not in SDBIP
		Conduct Outreach programme monthly	Outreach programme monthly	84	6 libraries 1 programme per quarter/ library= total 72 (One library has been closed- reason for reduction of target)	6 libraries 1 programme per quarter/ library= total 72 (One library has been closed- reason for reduction of target)	18	18	18	18	18	18	18	18	Library services is the competency of the Provincial Government. Negotiations is in process to transfer the service back to the Provincial Government. The agreement for the whole process must still be signed	Not in SDBIP

Component E: Health

3.9 Health

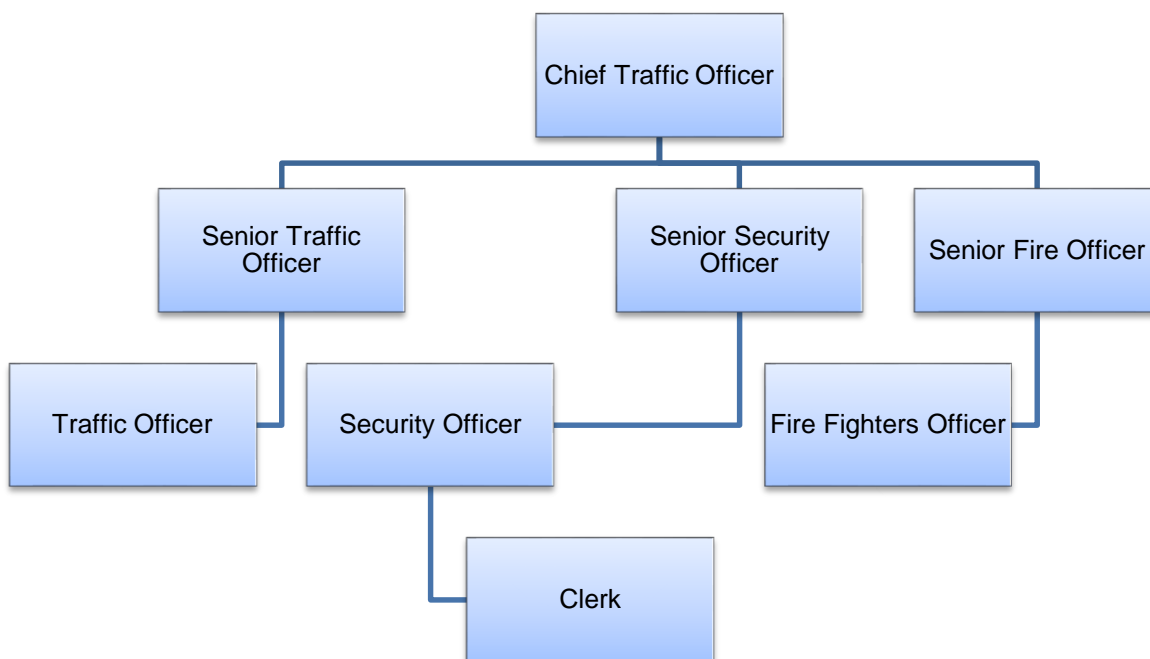
Figure / Table 3.61: Organogram



Component F: Safety and Security

3.10 Safety and Security

Figure / Table 3.62: Organogram



Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Basic Services and Infrastructure	Traffic & Parking	To ensure effective traffic management and parking in the Nketoana municipal area	Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and projects in the IDP	Inadequate resources to effectively administer the municipal policing function	Performance mostly output-based, with an anticipated R200,000 revenue collected through fines	2 traffic awareness campaigns	
	Firefighting	To ensure effective firefighting in the Nketoana municipal area	Trained firefighters Upgrading of fire equipment	100% percentage of identified disasters and reported fires responded to within acceptable time frames	100% percentage of identified disasters and reported fires responded to within acceptable time frames	100% percentage of identified disasters responded to within acceptable time frames	Core function of the district municipality

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Department: Community Services

Vote: Public Safety; No Split Total

IDP Objective: To ensure effective traffic, parking and firefighting services in the Nketoana municipal area

IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Traffic and Parking	To ensure effective traffic management Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and projects in the IDP	Number of fines issued per month	Number of fines issued per month	2400	2400	<2400 Not fully achieved	600	Target not fully achieved	600	Target not fully achieved	600	<600	600	<600	A challenge is experienced due to insufficient number of vehicles. One vehicle was in an accident and other vehicle is very old. Targets were not full achieved. There are two main reasons for this:	2 traffic awareness campaigns
		Value of fines issued per month	Value of fines issued per month	240000	240 000	Target not fully achieved	60000	Target not fully achieved	60000	Target not fully achieved	60000	Target not fully achieved	60000	Target not fully achieved	Vehicles were received very late in the financial year and it limit the capacity to achieve targets. Fines are not paid at the municipality, but at the magistrate's court. There is no reconciliation doe of what is fined, what is paid and what is reduced by the state prosecutor. Plans are in progress to address these	R200,000

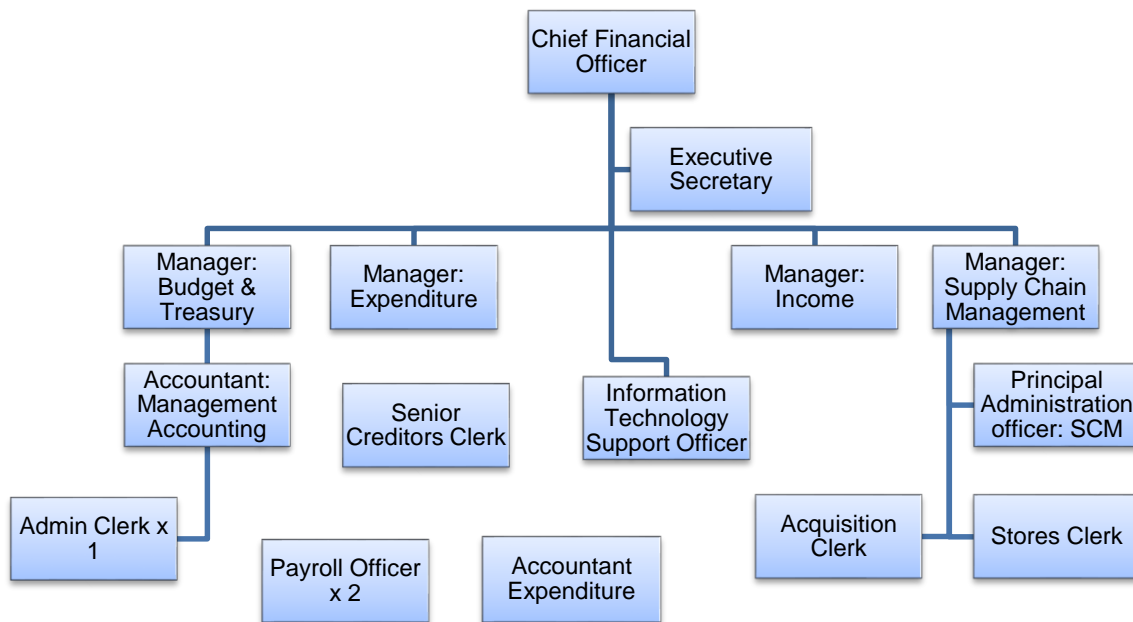
IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
															challenges, deliberate with the magistrate's court officials and solve remaining challenges	
		Respond promptly to all disaster incidences.	Percentage of identified disasters responded to within acceptable time frames	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Disaster Management is a core mandate of the District, but the Municipality attend promptly to all calls for assistance.	100%
		Awareness Campaigns	Awareness Campaigns	New	2	0							2	0	No awareness campaigns were conducted due to a lack of vehicles	Not in SDBIP
Fire fighting	To ensure effective fire fighting in the Nketoana municipal area Trained fire- fighters and upgrading of fire equipment	Number of fire outbreaks attended to according to job card	Number of fire outbreaks attended to according to job card	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Disaster Management is a core mandate of the District, but the Municipality attend promptly to all calls for assistance. Management has identified the unit as a priority consideration	Implementation of safety measures

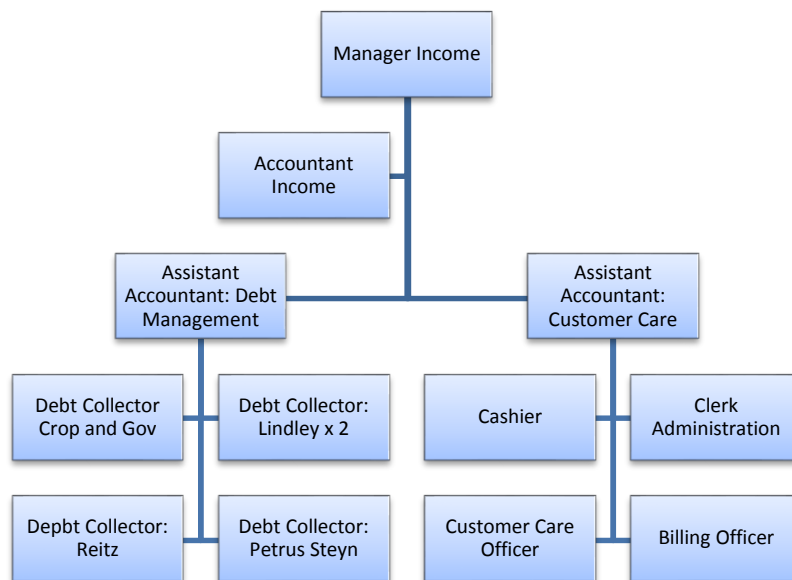
IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
															in order to optimize the use of manpower and equipment	



Component G: Financial Management

Figure / Table 3.63: Organogram





Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Financial Viability & Management	Institution Building	To facilitate the financial viability of the Nketoana local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100%	100%	100%	The outcomes associated with the IDP goals are prescribed in Regulation 10 of the Municipal Planning and Performance Management Regulations, 2001. The Municipality has
			The percentage of a municipality's budget	R 945 000.00	R 945 000.00	2%	

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
			actually spent on implementing its workplace skills plan				not yet developed the processes and tools required to calculate the specific ratios (indicators) to measure financial viability in the Regulations.
			Financial viability	R32 million over-expenditure	No over-expenditure. Total expenditure = 97% in comparison with budgeted funds	R0	

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: FINANCIAL VIABILITY & MANAGEMENT

Department: Finance

Vote: Finance

IDP Objective: To create a financially sustainable and accountable municipality

Strategy: (1) Improve on debt collection by recovering R45 million of R120 million. (2) Proper management of all assets. (3) Develop and implement internal controls. (4) Clear all errors as indicated on the 2006/2007 up to 2010/2011 audit reports

IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Finance and Admin	Developme nt of policies and by- laws	The following policies reviewed: <ul style="list-style-type: none">Property Rates policyCredit Control and Debt Manage ment policyIndigent policyTariff policy	Number of policies reviewed	8	8	8							8	8	Targets achieved Approved with the budget	5 policies and by- laws reviewed

IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		<ul style="list-style-type: none">Debt write-off policyBudget policyCash and Investme nt policySCM policy														
		Credit control by-law approved	Number of identified By Laws completed	0	1	1							1	1	Targets achieved	5
	Ensure effective financial managem ent	Submission of monthly budget reports before the 10 th of each month to Prov Treasury	12 Section 71 Reports submitted on time	12	12 Section (Monthly section 71 reports)	12	3	3	3	3	3	3	3	3	Reports submitted as prescribed	12
		No over-expenditure on any Votes	Number of Votes with over-expenditur e	6	0	0	0	0	0	0	0	0	0	0	No department exceeded its allocated funds	0
			Number of budget reports submitted to the MM and Mayor (Monthly reports)	12	12	12	3	3	3	3	3	3	3	3	Targets achieved	12
			Value of over-expenditur e	R32 million over-expendit ure	R0	R0	R0	R0	R0	R0	R0	R0	R0	R0	No over-expenditure. Total expenditure = 97% in comparison with budgeted funds	0
		Clear suspense accounts monthly Number of suspense accounts with	Monthly clearance of the Suspense account	12	12	12	3	3	3	3	3	3	3	3	A monthly report on the clearance of the Suspense	12 reports

IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ment				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		balances per month													Accounts is now compiled	
	Ensure effective administrative management and internal controls	Resolution of audit queries from the AG and Internal Audit	Number of audit queries resolved successfully	103	103	103							103	103	The Action Plan developed to implement corrections according to the AG Report is an ongoing process. The CFO and Internal Auditor monitor progress on corrections	Clean audit
		Monthly reports to Section 79 Committee to enable oversight by Council	Monthly reports to Section 79 Committee	12	12	12	3	3	3	3	3	3	3	3	Targets achieved	12 sessions of the S79 committee
		Timeously submission of Mid-Year report to Council. National & Provincial Treasury as per MFMA requirement	Mid-Year (Section 72 Report) submitted	1	1	1					1	1			Targets achieved	1
		Compile five year financial plan in accordance with the requirements of the MFMA and the Planning and Perf Man Regulations	Number of Plans compiled and approved by Council	1	1	1					1	1			Targets achieved	1 review
		Compile a five year infrastructure finance plan	Number of plans compiled	0	1	1					1	1			The spending plan was approved	1

IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			and approved												according to MG projects	
	To facilitate the financial viability of the Nketoana local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	Current assets as compared to current liabilities	Ratio	New (Industry base-line: 2:1)	2:1								2:1			
		Cash collection of at least R3 million per month	Value of monthly cash collections	R2,5 million	R3 million monthly	R53 million collected	R3 million monthly=R 9m	Collecti on exceeds targets	R3 million monthly=R 9m	Collecti on exceeds targets	R3 million monthly=R 9m	Collecti on exceeds targets	R3 million monthly=R 9m	Collecti on exceeds targets	R53 million collected	R3 million per month
		The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100% of capital budget spent	85%	100%	100%							100%		Money provided for capital projects were spend only on capital expenditure, and not on operating expenses	100%
		The percentage of a municipality's budget actually spent on implementing its	Percentage of budget spent on training		R 945 000.00								R 945 000.00			2%

IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ment				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		workplace skills plan														
Financial control and accountability	To develop a compliant budget and financial statements	Timeously preparation and submission of Annual Financial Statements to Auditor-General in newly accepted GRAP format	Submission of GRAP compliant AFS to the AG (Number of days late)	0	0 (1 submitted)	1	1	1							Audit finding submitted	Not in SDBIP
		Timeously approval of annual budget as per required timeframe of MFMA	Budget approved by Council	1	1 by the end of May 2013	1							1	1	Council resolution adopted	1
		Approval of Electricity tariffs by NERSA	Approved electricity tariffs	1	1	1							1	1	Approved by NERSA	1
		Review tariffs	Reviewed tariffs	1	1	1							1	1	Completed as part of budget processes	1
		Reduce Electricity loss	Electricity losses	-50%	-50%	0							-50%	0	Targets not achieved	Not in SDBIP
	Establish and maintain financial systems and policies	Ensure 100% collection and receipt of grant funding as per DoRA allocations	Percentage of funds received as per DoRA allocated	100%	100%	Received as allocated	100% (MIG, Equitable share, FMG, MSIG and EPWP, RBIG)	Received as allocated			100% (MIG and Equitable share)	Received as allocated	100% (MIG, Equitable share, RBIG)	Received as allocated	Received as allocated	Not in SDBIP
		Preparation and implement a valuation role	Valuation role prepared (to be finalized in June 2013)	Done in 2008	1	0							1	0	Not finalised as planned. Numerous objections were received. Serious omissions occurred that would impact negatively on the income base of the	1

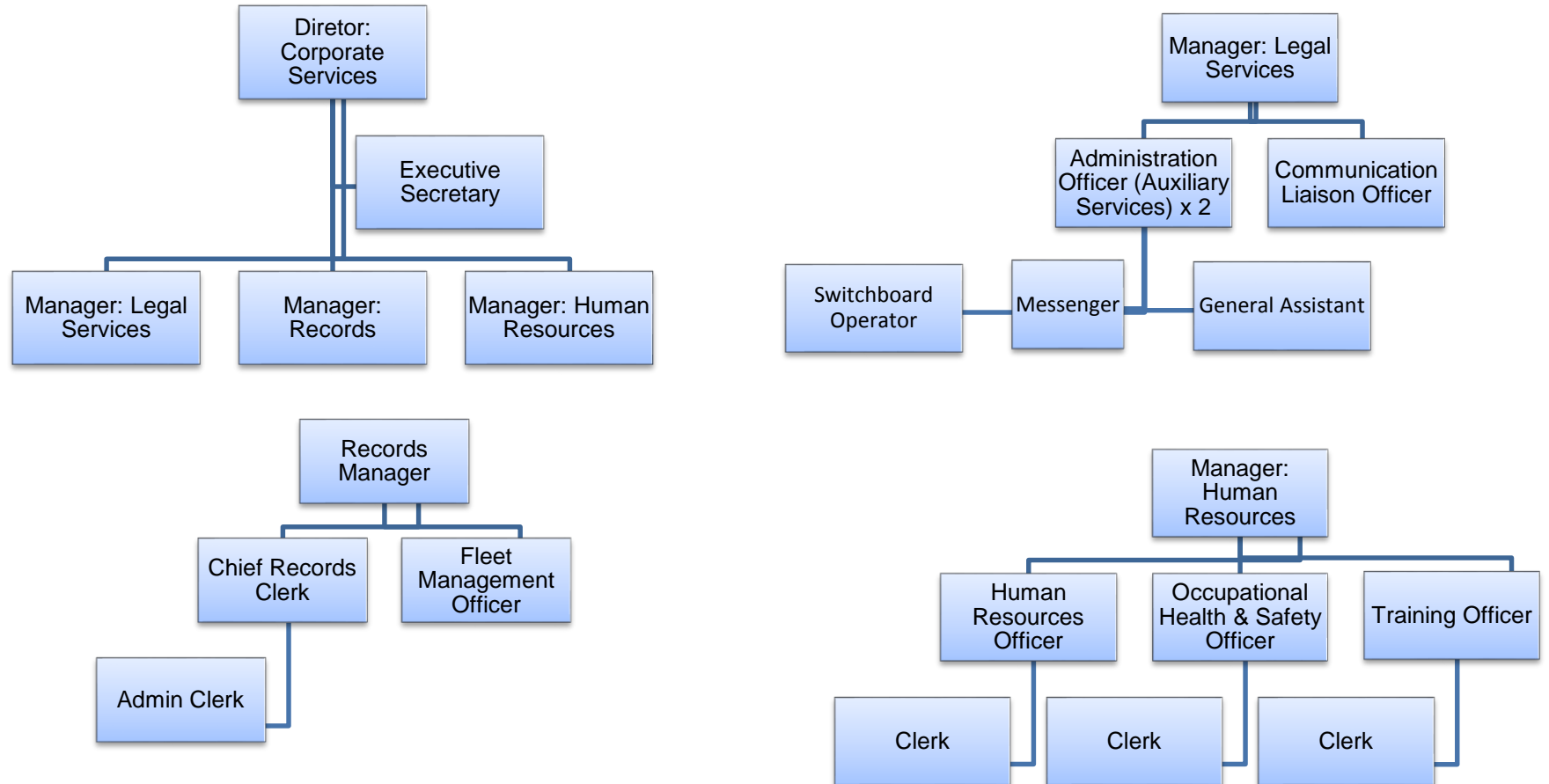
IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ment				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
															municipality. The service provider was not fulfilling his obligations. It will be a challenge to have the roll ready for implementat ion in the new financial year	
		Obtain a UPS for emergency power	Number of UPS obtained	New	1	0			1	0					No progress was made. The crisis deepen when the server crashed and no access to stored data was available.	1
		Upgrade local area network in all relevant municipal buildings	Number of buildings in which network were upgraded	New	3	0			3	0					There was no progress in this regard. Although the dedicated staff member is now available for IT, there is not yet improvement	3
		Bill consumers monthly before the 25 th of the month.	Monthly billing before the 25th	12	12	12	3	3	3	3	3	3	3	3	Billing done on the 25 th of each month	12
		1,000 monthly service statements to	Number of statement s sent via e-mails	New	New	Process has started							1,000	Process has started	Process has started	Not in SDBIP

IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		be delivered by e-mail														
		Implement a GIS System	GIS System		1	1					1	1			Technical Services will implement the system. Finance will use it for billing purposes	Not in SDBIP
	Effective supply chain managem ent in the Municipalit y	Settling creditors within 30 days Number of creditors older than 30 days	Percentage of creditors settled within 30 days	100%	100%	Not achieve d	100%	Not achieve d	100%	Not achieve d	100%	Not achieve d	100%	Not achieve d	Creditors are created in time on the system, but late submission of invoices delay payments. It is considered to calculate the 30 days from the date of receipt of the documentati on	100%
			Number of days for the adjudicatio n of all bids	60	60	60	60	60	60	60	60	60	60	60	All bids are done before 60 days.	60 days
		Apply an effective cash flow and investment management as per approved policy requirements	Rate of return on investmen t (Interest)	5,2%	5,2%	Achiev ed	5,2%	Achiev ed	5,2%	Achiev ed	5,2%	Achiev ed	5,2%	Achiev ed	Targets have been achieved	5,2% 12 investmen t rec reports)
		Counting inventory	Inventory updated monthly: Number of inventory counts	12	12 (1 per month)	Achiev ed	3 (1 per month)	Achiev ed	3 (1 per month)	Achiev ed	3 (1 per month)	Achiev ed	3 (1 per month)	Achiev ed	There is a dedicated person responsible for assets. A monthly update of inventories	12

IDP Priority	Key Performance Indicator			Baseline : 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performan ce Feedback & Comments	YN+1 (2013/14)
	Objective	Indicator	Unit of measur ment				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
															in all offices are done	
		Implement the Asset Register on the Munsoft System	Transfer of data to Munsoft and monthly updating of data	New	1 transfer finalized ; Monthly update	Achieve d	Monthly update (1 monthly report = 3)	3	Monthly update (1 monthly report = 3)	3	Monthly update (1 monthly report = 3)	3	Monthly update (1 monthly report = 3)	3	There is a dedicated person responsible for assets. A monthly update movement of all assets are done	Not in SDBIP
		Counting Assets	Number of asset counts	1	1	1							1	1	The annual asset count was done. Internal Audit, the staff member responsible for assets and a representati ve of the AG was present.	1
		Develop and implement an IT policy and strategy	IT policy developed ; 1 IT Disaster Recovery Plan finalised		1	1	1=Policy	1					1=IT Recovery Plan	1	Done Targets have been achieved	Upgrade of IT server IT Strategy IT Steering Committ ee Upgradi ng of IT links between towns

Component H: Institutional Development

Figure / Table 3.64: Organogram



Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Institutional Transformation and Organisational Development	Institution Building	To facilitate institutional transformation and development in the Nketoana local municipality	Targets in the organizational redesign and change management strategy : The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Workplace Skills Plan Developed and reports submitted	Workplace Skills Plan Reviewed and reports submitted	Workplace Skills Plan Reviewed and reports submitted	
		Develop a well skilled workforce that is better equipped to respond to community needs	Skills development targets in the municipal Skills Development Plan	Refer to the details of councilors and officials trained in Chapter 3 of this Annual Report	Refer to the details of councilors and officials trained in Chapter 3 of this Annual Report	Refer to the details of councilors and officials trained in Chapter 3 of this Annual Report	

Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Department – Corporate Services

Vote: Finance and Admin

IDP Objective: Develop a well skilled workforce that is better equipped to respond to community needs

Strategy: Develop and implement skills development programs.

Key Performance Area	IDP Priority	Key Performance Indicator			Baseline:		Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
		Objective	Indicator	Unit of measurement	2011/12 Status Quo	July- Sept 2012			Oct-Dec 2012		Jan-March 2013		April-June 2013					
						Target			Actual	Target	Actual	Target	Actual	Target	Actual			
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Institution building	Develop a well skilled workforce that is better equipped to respond to community needs	Targets in the organizational redesign and change management strategy	Workplace skills plan compiled and submitted by July 2012	1	1 before the end of June 2013	1 before the end of June 2013							1	1	Targets achieved	1 review	
			Skills development targets in the municipal Skills Development Plan	Training committee meetings	4	4	0	1	0	1	0	1	0	1	0	No meetings held due to dysfunctionality of LLF. A meeting was arranged, but never conducted. The situation in the municipality was too volatile.	Not in SDBIP	

IDP Objective: Develop a well skilled workforce that is better equipped to respond to community needs

Strategy: Create a caring municipal workforce

Key Performance Area	IDP Priority	Key Performance Indicator			Baseline	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN-1 (2011/12)	YH+1 (2013/14)
		Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013				
								Targ et	Act ual	Targe t	Actua l	Tar get	Actua l	Target	Actua l			
Institutional Transformation and Organisational Development	Institution building	Develop a well skilled workforce that is better equipped to respond to community needs	Ensure that all officials have job descriptions	387 Job Descriptions	394	401	387							401 (7 outstanding job descriptions to be finalised)	387	SALGA is stalling the process and the job descriptions are crucial for the PMS system. The job descriptions are done in-house. It is developed and will be consulted and refined.		Not in SDBIP

IDP Objective: Develop a well skilled workforce that is better equipped to respond to community needs

Strategy: Ensure compliance with all labour relation legislation

Key Performance Area	IDP Priority	Key Performance Indicator			Baseline:			Targets								Performance Feedback & Comments	YN+1 (2013/14)
		Objective	Indicator	Unit of measurement	2011/12 Status Quo	Annual Target	Annual Actual	July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
								Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Municipal Transformation and Organisational Development	Institution Building	To facilitate institutional transformation and development in the Nketoana local municipality	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Employment equity report	1 report	1 before the end of June 2013	1							1	1	Report submitted	1
			Review organogram	1	1	1	1	1							Approved by Council	1	
		Human Resources Development	Develop a Human Resources Manual	1 Human Resources Manual compiled	New	1	1							1	1	Targets achieved	Not in SDBIP
		Health, Safety and Environment	Number of Health & Safety Com. meetings	Number of meetings	12	4	4	1	1	1	1	1	1	1	1	Challenges were encountered with the establishment of a H&S committee. Attempts were made to workshop employees on H&S issues, but without much	Not in SDBIP

Key Performance Area	IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
		Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
								Target	Actual	Target	Actual	Target	Actual	Target	Actual		
																success. The volatile and tense situation in the municipality for part of the FY worsened the situation.	
			Monthly H&S reports	Monthly reports	12	12	6	3	2	3	1	3	1	3	2	6 reports were submitted. The quality and accuracy thereof could be in doubt. The Internal Auditor submitted a report regarding H&S, but during follow-up work, very little of the findings were corrected. Tighter control and possible disciplinary steps are envisaged.	Not in SDBIP

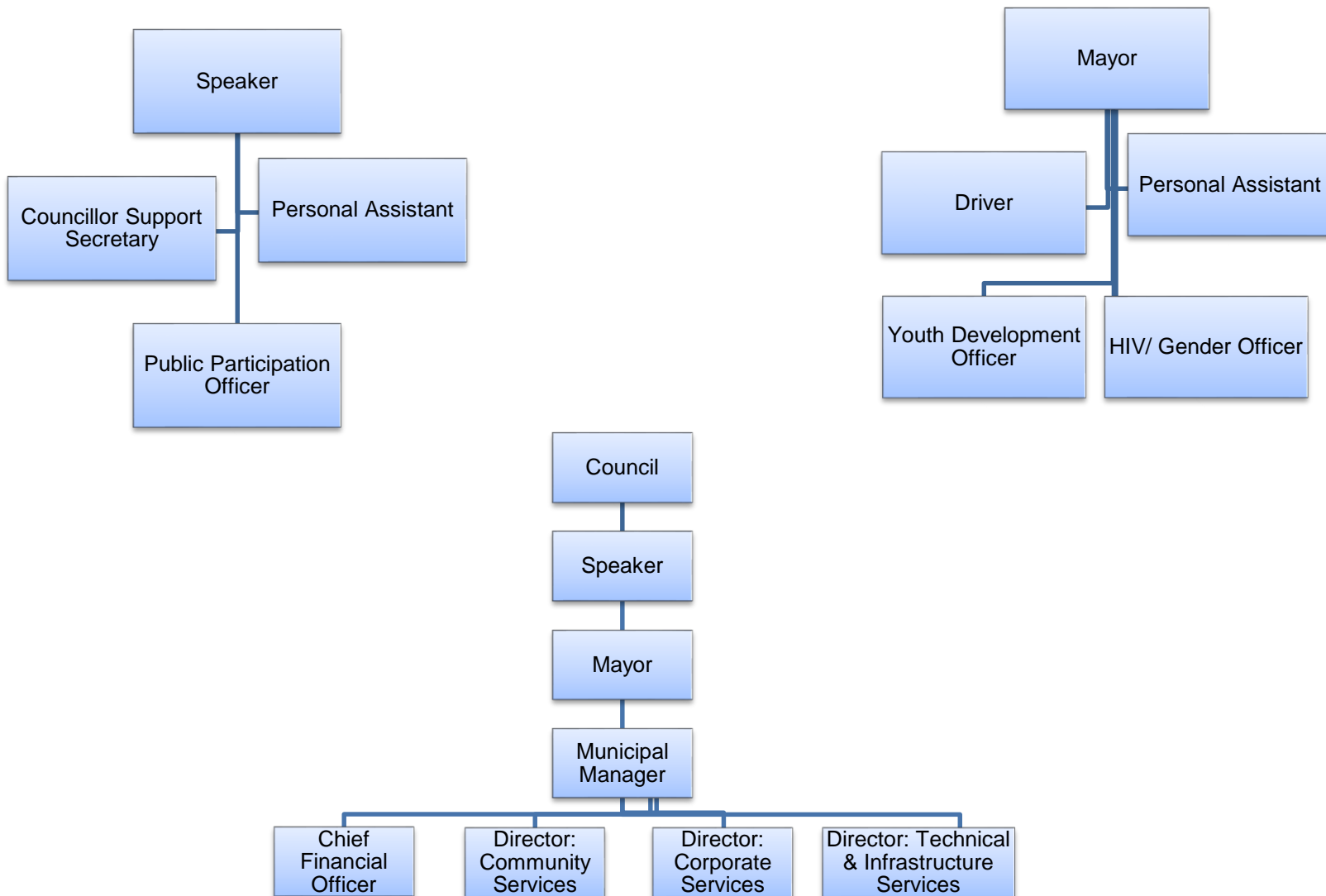
IDP Objective: Develop a well skilled workforce that is better equipped to respond to community needs

Strategy: Develop a culture of discipline within the workforce

Key Performance Area	IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2013/14)
		Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
								Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Institutional Transformation and Organisational Development	Institution building	Develop a well skilled workforce that is better equipped to respond to community needs	Local Labour Forum meetings	6 Local Labour Forum meetings	1	4	1	1		1		1		1	1	One meeting was conducted	2 sessions of the LLF

Component I: Governance

Figure / Table 3.65: Organogram





Performance Evaluation in terms of SDBIP Output targets:

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Department – Office of the Municipal Manager

Vote: Council & Executive

IDP Objective: To ensure good governance in the Nketoana local municipality
 Strategy: Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration; By-laws and policies to enable the effective governance of the municipality

IDP Priority	Key Performance Indicator			Baseline:	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2012/13)	
	Objective	Indicator	Unit of measurement	2011/12 Status Quo			July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013				
							Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Council & Executive	Intergovernmental Relation Forum attended	Mayoral Forum	Intergovernmental Relation Forum attended Mayoral Forum 1 per Quarter	4	4	1	1			1	1	1		1		Not in SDBIP	
		Speakers Forum	Intergovernmental Relation Forum attended Speakers Forum 1 per Quarter	4	4 (1 meeting in following months in financial year: August 2012, November 2012, February 2013, May2013)	0	1			1		1		1		Not functional.	Not in SDBIP
	Public Participation	Imbizos held	Council meets the people – Imbizo	2	2 Imbizos to be held in September 2012 and January 2013	1	1				1 Youth Imbizo	1					IDP and Budget Roadshow
		Develop Public Participation Policy	Public Participation Policy	1	1 by September 2012	0	1	0								COGTA busy to develop guidelines	Not in SDBIP

IDP Priority	Key Performance Indicator			Baseline: 2011/12 Status Quo	Annual Target	Annual Actual	Targets								Performance Feedback & Comments	YN+1 (2012/13)
	Objective	Indicator	Unit of measurement				July- Sept 2012		Oct-Dec 2012		Jan-March 2013		April-June 2013			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
		Community Development Workers Meetings	Community Development Workers Meetings	12	12 (monthly)	12	3	3	3	3	3	3	3	3		Not in SDBIP
Council & Executive	Effective ward committees	Ward plans 1 per ward	Ward plans 1 per ward	9	9	0	9	0							Public Participation officer + CDWs responsible. Wait for guidelines from COGTA.	9 ward plans
		Ward Meetings 1 per ward per month (9 wards)	Ward Meetings 1 per ward per month (9 wards)	108	108	108	27	27	27	27	27	27	27	27	Some wards do not have adequate support to ensure availability of substantiating Agendas and Minutes. Post to be filled in 2013/14 by Municipality.	Monthly meetings per wards

Performance Evaluation in terms of IDP Outcome targets:

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
Good Governance & Public Participation	Governance (Institution building)	To ensure good governance in the Nketoana local municipality (Develop and establish good governance that is transparent and accountable)	Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration	Ward plans for all 9 wards, Monthly meeting for all 9 wards, functional ward committees for all nine wards	Ward plans for all 9 wards, Monthly meeting for all 9 wards, functional ward committees for all nine wards	Ward plans for all 9 wards, Monthly meeting for all 9 wards, functional ward committees for all nine wards	
			An organizational and individual Performance Management and	Organisational and Individual PMS was	Organisational and Individual PMS in place, with regular	Organisational and Individual PMS in place	The envisaged final PMS will include all municipal

Key Performance Area	IDP Priority	IDP Objective	Outcomes	Status Quo: 2011/12	Actual Performance: 2012/13	Planned Performance: 2013/14	Comments
			Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.	in a phasing-in process	performance evaluations and reporting. Needs to be refined		employees, as well as an M&E reporting tool
			Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.	Operational Internal Audit Unit in place	Operational Internal Audit Unit in place. Risk Manager to be appointed	Operational Internal Audit Unit in place and. Risk Management Units	
			By-laws and policies to enable the effective governance of the municipality	5 by-laws to be reviewed	5 by-laws to be reviewed	5 by-laws to be reviewed	

OTHER

Due to capacity constraints, the municipality is not currently in a position to give practical effect to the following predetermined objectives on its IDP, and these were therefore not transferred to the 2012/13 SDBIP:

Performance Area	Objectives
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT Community Services Environmental Health Ecological Integrity and protection of Biodiversity	<ul style="list-style-type: none"> To identify and develop new and existing environmental conservation areas or reserves
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT Community Services Environmental Health Environmental capacity building, awareness and empowerment GOOD GOVERNANCE Corporate Services	<ul style="list-style-type: none"> To manage negative impacts of development activities To promote compliance to environmental legislation To ensure that pollution (air, water, soil and noise) are minimized to acceptable national standards in order to preserve the environment and natural resources Increase awareness through educating communities about environmental issues and how to preserve the environment Develop and establish good governance that is transparent and accountable.
RURAL DEVELOPMENT Community Services	Develop a database of services and facilities available in the rural areas of each ward to determine need